

**STRENGHENING PARTNERSHIPS**

**GUIDELINE FOR CARE SOUTH SUDAN**

**August 2019**

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# Introduction

Working in partnership is central to the way CARE operates in South Sudan. We believe that by working together we can increase the reach, quality, impact and sustainability of our work in South Sudan. Supporting the growth of local civil society is central to the development of South Sudan itself.CARE South Sudan 2019-2022 strategy seeks to gradually scale up partnerships with local partners to respond to emergencies, build peace, strengthen resilience while putting women and girls front and center. Partnerships with local partners encompass all aspects of programme design and implementation, jointly determining the expected results and implementation strategies. It will also be grounded in building local capacities in communities, sharing expertise and resources. Local partners are expected to invest their tangible or intangible resources such as knowledge, time or technical expertise. This guideline sets out the basic principles and ways that CARE South Sudan can improve its partnerships with local actors to enhance efficiency and effectiveness in the delivery program activities as well as building internal systems and program capacities of local actors. It defines the overarching process and procedures that apply to collaborative actions between CARE South Sudan, local, national and international partners.

### CARE’s Commitment to Building Local Partnerships

CARE International is signatory to the global framework known as the Grand Bargain that seeks to increase the leadership and participation of local actors in humanitarian action. Since 2017 through the Accelerating Localization through Partnerships Program, CARE South Sudan has become a national advocate for localization in the country. It has led conversations and actions at various level to advance the localization agenda. The new Country Strategy commits CARE to strengthening its **“ability to partner with local organizations in a strategic way, fostering sustainable growth and contributing to a strong and vibrant South Sudanese civil society”.** This presents a strategic shift for CARE to anchor its already strong work with local partners in the country.

CARE South Sudan recognizes that partnerships are a central feature to ***‘fighting Poverty, defending dignity’*** of ***women and girls*** in South Sudan. Partnerships are critical drivers of social change and effective mechanisms for timely and cost-effective emergency interventions at community level where CARE responds to emergencies, build peace and strengthen resilience. Together with local partners, CARE South Sudan reinforces its niche as ideal stakeholder in using community-driven approach to address needs and vulnerabilities in emergencies; defend and promote gender equality and rights, and empower women and girls to achieve a more inclusive South Sudan.

CARE International is reviewing its global partnerships approach to **provide an overarching vision for partnership work as a contribution to Agenda 2030**. The review focuses on that CARE’s internal control systems as such as finance and compliance requirements enable CARE to partner with less formal groups, structures, local and national organizations. The partnerships review also include large, formal partners such as UN, Governments, INGOs, established large local NGOs, for profit development contractors, the private sector, many of the compliance and finance systems are already in place for such partnerships. It is against this background that this guideline provides in-country framework to operationalize this agenda. The document contributes to the learning and experience sharing on partnerships within the CARE International confederation.

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| --- |
| CARE Definition of Women Led OrganizationCARE South Sudan will prioritize partnerships with women-led organizations to scale up the participation of women leaders in humanitarian and development action. Women-led organizations are local and national based civil society organizations who are formally recognized or legally registered not-for-profit non-governmental institutions that are independent with at least two-third leadership and management functions are led by female, and work to advance collective action, interest and ideas of their communities with specific focus on issues that affect women and girls |

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| --- |
| **CARE Definition of Local Partners**Local partners are national and locally based civil society organizations (CSOs) who are autonomous formal legally registered non-governmental institutions that are independent of the public and for-profit sectors and intended to advance collective action, interests and ideas of their communities specifically on issues that affect women and girls. They include national non-governmental organizations (NGOs) and community-based organizations (CBOs), foundations, civic movements and advocacy groups, trade unions, faith-based organizations and professional voluntary associations, think tanks and academic and research institutions.  |

# CARE South Sudan Principles of Partnership[[1]](#footnote-1)

CARE South Sudan partnerships with local actors is based on overarching principles that guide the relationships. These principles ensure CARE South Sudan mutually enter into partnerships with the right local partners, support capacity strengthening of the partners and enable healthy and conducive partnerships that create impact in the communities.

### Equity

Power dynamics at organizational and personal levels are crucial determinants of healthy and effective partnership. Sometimes power perceptions in partnerships may result in ineffectiveness and inefficiency in the quality of partnerships that affect the performance of program activities and results in the communities***. CARE South Sudan will work towards ensuring fair and equitable power balance with its local partners through mutual respect for each other’s mandate, obligations and independence. This will be approached from inclusivity and equal participation of local partners in decision making processes before, during and after project implementation. Mutual respect also includes the need for constructive feedback and principle-based disagreement whenever the partnership is not on the right track.***

### Openness and Transparency

Managing private and confidential information many times causes uncertainties in partnerships. While, CARE South Sudan and local partners reserve their institutional right to withhold certain information not deemed necessary to be shared, for all project related information, ***CARE South Sudan commits to freely exchange information and documentation for the benefit of the project implementation. Similar level of open and transparent conduct of business is expected from the local partners. Transparency will be achieved through dialogue and open communication between all partners.***

### Mutual Benefit

The concept of mutuality in partnerships remains very critical aspect for successful partnerships and projects implementation. Mutuality embodies win-win benefit and mutual accountability for actions and commitments. In this respect, ***CARE South Sudan commits to make its partnerships with local actors mutually beneficial. This include but not limited to providing substantive share of financial benefit, technical assistance, networking opportunities and sharing of project equipment among others.***

### Embrace Diversity

Diversity of perspective, knowledge, skills, experience, identity and gender is a mutual asset and key to addressing complicated humanitarian needs in South Sudan. Putting into practice diversity remains challenging as many times organizations are likely to work well with qualified and those they like. ***In this case, CARE South Sudan commits to ensure its partnerships reflects the diversity of South Sudan, and it will work internally as well as with local partners to ensure that diversity is fully embraced.***

### Build Courage

Local partners often face limited self-esteem and courage in articulating their view points during partnerships with international actors. The internal capacity of local partners to deal with self-confidence is critically important especially in multifaceted humanitarian context like South Sudan. Without clear processes to address self-esteem and confidence, anxiety can emerge in partnerships that leads to blames and, frustration that may cause a partnership to break up***. CARE South Sudan commits to working in partnerships in such a way that local actors feel able to be assertive and seek for negotiated solutions to issues that affect the partnerships.***

# CARE Core Values in Partnerships

CARE is a global voice for women and girls. The recent South Sudan Strategy puts women and girls, front and centre. CARE’s mandate is ***‘fighting Poverty, defending dignity’*** with ***explicit focus on women and girls***. CARE works at the community level, responding to emergencies, building local peace and strengthening resilience. In order to achieve this, CARE upholds the following core values which local partners are free to adapt to their institutional policies and program implementation.

**Gender:** CARE is committed to achieving 50-50 gender representation at the leadership portfolio and among its staff members. This is in recognition of the gap that women face in work places as well as taking up positions of decision making in the humanitarian sector. Local partners that work with CARE are mutually encouraged to adapt this principle and demonstrate in action how they intend to embrace gender transformation institutionally and in program interventions.

**Diversity:** This both a value and principle for CARE South Sudan. It includes embracing working with minority groups, disabled persons, different ethnicities and religion in our interventions, organizations and partnerships. This principle will apply to local partners that CARE South Sudan works with.

**PSHEA**: CARE South Sudan operate zero tolerance to sexual harassment, exploitation and abuse by its staff, local partners, consultants and vendors. All local partners that work with CARE South Sudan are expected to share and adhere to this value. CARE South Sudan has relevant reporting and investigation mechanisms that local partners can freely use to report cases of sexual exploitation and abuse. CARE South Sudan and all its partners have the right to terminate a partnership contract for any confirmed case of sexual exploitation and abuse involving staff, members, volunteers or vendors.

**Fraud**: as commitment to making use of resources to benefit those most in need, CARE has zero fraud policy in place. This includes fraud by its staff, local partners and vendors. CARE’s local partners that work in South Sudan are expected to conduct project activities in the most transparent, honest and accountable manner. CARE South Sudan and all its partners have the right to terminate any partnership contract for any confirmed case of fraud involving CARE staff, local partners, members, volunteers or vendors.

# Partnerships Approaches

Partnership is used when there is a comparative advantage for CARE South Sudan and the local partners to jointly deliver the desired results. CARE and local partners pool their resources (financial, intellectual or in-kind) to deliver the results. All local partners that seek partnership with CARE South Sudan need to demonstrate interest, ability and willingness to contribution in any form to the partnership. The local partner contribution forms part of CARE South Sudan comparative advantage analysis included in the project proposals or successfully implement projects that yield sustainable impact in the communities.

CARE South Sudan will enter into partnership to build capacity of local partners and/or to deliver and sustain results that empower women and girls in the communities. This can be by:

1. Project Deliverable Partnership with local partners who seek support from CARE South Sudan to strengthen their capacity;
2. Networking and Strategic Advocacy Partnership with an expert local partner that directly works on advocacy areas of interest for CARE South Sudan
3. Direct Program Implementation Partnership with local partners to support CARE South Sudan in activity implementation in agreed areas.

*Table 1: Types of Partnerships for CARE South Sudan*

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| --- | --- | --- |
| **Partnerships Type** | **Document Type** | **Key features** |
| Project Deliverable PartnershipsMandatory Partnerships that are part of project delivery by the donor. This is program deliverable related partnership with the Local Partner considered as beneficiary. E.g. WVL and SFTS Projects | Partnership Agreement | 1. This is mainly for local and national NGOs that CARE South Sudan will work with.
2. Partnership agreement is not dependent on performance of local partners
3. CARE South Sudan has responsibility to improve Local Partner capacities through trainings and mentorship
4. Participatory planning of the programme and implementation strategy
5. Partnership agreement with transfer of resources (funds) from CARE South Sudan to the Local Partner based on jointly developed programme document (including results framework and budget)
6. Both parties responsible for resourcing the project document and monitoring & reporting on results
7. Capacity building partnership oriented agreement
 |
| Direct Project Implementation PartnershipsThis is discretionary partnerships that CARE South Sudan can strategically involve local partners in the implementation of specific project activities. It is not donor requirement. This implies to consortium related partnerships for program delivery E.g. ARC and SSJR Projects | Sub-award Agreement | 1. Mainly applies to international NGOs and consortium related partnerships
2. Discretionary strategic partnerships that CARE South Sudan can enter into with local or international partners
3. Partnerships is strongly dependent on due diligence and capacity of local partners to deliver CARE South Sudan work
4. CARE South Sudan and local partners share similar values and programming
5. Participatory planning of the programme and implementation strategy
6. Sub Award Agreement with transfer of resources from CARE South Sudan to the local partners
7. Partnership based on either joint proposal award by the donor or CARE interest to sub award part of the program delivery
8. Both parties responsible for monitoring and reporting on results
9. Used mainly for capacity building of national and local partners in humanitarian response:
 |
| Networking and Strategic Advocacy Partnerships. E.g. ALTP, SUN Movement Projects | Partnership Agreement | 1. Partnership agreement with no transfer of resources from CARE South Sudan to the local partners.
2. It is based on jointly developed programme document
3. Both parties responsible for resourcing the partnerships and monitoring & reporting on results
 |

# Partnerships cycle

Partnership cycle assists CARE South Sudan to clearly understand and undertake specific activities before, during and after partnerships. There are five stages in the partnership cycle. They include, identification of the local partners, formalizing the partnerships, implementation, monitoring and reporting, and closeout or suspension and termination of partnerships as shown in the below diagram.

### Mapping and identifying of the local partners

CARE South Sudan will explore potential partners and their alignment with CARE South Sudan strategic focus and core values. The identification will follow the process outline in the previous section above. As part of the conformity with core values and integrity of the local partner, CARE South Sudan will conduct all necessary checks before considering any relationship with the local organization. During the identification CARE South Sudan will use mutually agreed criteria to identify the local partner with the best comparative advantage to achieve results for women and girls. The criteria may be left to the discretion of project or the Decision Making Committee. Criteria used to identify the local partner may include, but are not limited to:

* Interest and willingness to work with CARE South Sudan
* Independence leadership of the partner in the sectors and geographical locations
* Expertise and experience in the sector/area required knowledge, specific skills, specialists, and track record.
* Local experience, presence and community relations on ongoing program in the area of operation; knowledge of the local context; engaging children; trust from local communities, existing networks.
* Innovative and creative approach to achieve results and its expected effectiveness and/or efficiency in delivering outputs.
* Realistic timelines and plans to achieve outputs that meet the targets of the donors as well as the targets for both CARE South Sudan and the partner
* Contribution of resources to supplement those of CARE South Sudan in the form of cash, human resources, supplies and/or equipment that are either presently available or potentially mobilized by the local partner.
* Access and security considerations ability to operate in given security conditions in the areas of operation.
* Management and governance capacity and ability to manage the size of the envisioned intervention for example, past experience managing similar size budgets and staffing.
* Cost effectiveness level of direct costs and administrative costs proposed as necessary by the local partner to implement the work plan
* Other specific criteria that may be required to meet the needs of the projects or humanitarian response.

### Program design and formalizing the partnerships

CARE South Sudan teams will work with partners in a participatory manner to define the expected results and program strategies of an intended partnership. Each local partner is expected to undergo capacity assessment to determine what investment it brings to the partnerships and what support needs CARE South Sudan will provide such as knowledge, time, or technical expertise. Meanwhile, for international partners, due diligence will be conducted to assess their risks. CARE South Sudan and the partners will share equal responsibility for the failures and achievements of the joint programs. CARE South Sudan will sign specific formal agreement depending on the nature of the partnerships. These include:

* Partnership Agreement – for local NGOs
* Sub-Award Agreement – for international NGOs

CARE South Sudan will work with partners in a participative and consultative manner to define roles and responsibilities, and the desired program results of an intended partnership.

### Partnership implementation, monitoring and reporting

The actual management of the partnership principles, implementation of the agreed program deliverables and monitoring of compliance to delivering the roles and results, as well as performance of the partnership. During the implementation, CARE South Sudan and partners can agree on periodic timeline to review performance of the programs and the partnership based on the deliverables. CARE South Sudan is expected to conduct regular quality assurance activities on all programmes implemented with partners. All records related to partnerships agreement must be kept by the local partner for at least seven years for any possible audit and inquiry by the donor, government, evaluation team or CARE South Sudan. Some of the quality assurance activities may include, spot checks at the partner’s office by either CARE South Sudan staff or contracted audit firm and programmatic field visits to be conducted by CARE South Sudan program staff and the partner staff to verify program results reported by local partners.

### Ending, suspension and termination of partnership

CARE South Sudan and local partners may mutually end any partnership if the project comes to an end of its life cycle or donor withdraws funding. In this case, each local partner has responsibility for initiating the operational closure of activities that they have completed. Once all program activities have been completed, a final project closure meeting is held with all partners to document achievements and lessons learnt. CARE South Sudan may decide to conduct a performance audit of the local partner depending on the nature and duration of the partnership and/or the project and grant conditionality. The performance audit will assess the various aspects of the partnership in relation to achievement of results as well as capacity building of the local partner.

CARE South Sudan may also decide to suspend any partnership agreement upon consultations with the parties involved. This suspension can include withholding resources and any technical support to the local partner if the agreed action plan to remedy performance failed to be complied with, or if the implementation of the project is not satisfactory to the agreed performance management plan.

CARE South Sudan and the local partner may decide to terminate the partnership upon rigorous consultations and investigations to assess the fiduciary and reputational risks involved in the partnership. The circumstances for termination may include breach of contractual obligations by the partners, reported and investigated cases of sexual violence and exploitation, and fraud perpetrated by the local partner or its employees or volunteers. Any termination notice will be served to the local partner 30 days in advance. Any assets and funds invested in the partnerships by CARE South Sudan will be transferred back upon termination of the partnership agreement.

# Partners Selection Process

CARE South Sudan strives to provide equal opportunity for all local and national NGOs in its partnerships approach. This include providing enabling environment for local and national NGOs to mutually participate in the entire selection process to ensure it is done in a fair, transparent and credible way. Partnership selection is critical phase during the identification of local partners that CARE South Sudan will work with. It is important to establish due process for selecting such local partners in a more transparent, fair and credible manner to ensure the right local partners are selected for the right programs and regions. CARE South Sudan will selection local partners through both restricted and unrestricted processes.

### Direct restricted selection

A direct restricted selection is used when CARE South Sudan deems it unwise to open up the available partnership opportunity to a large number of organizations whether international or local NGOs. It applies where there is strategic consortium or joint project desire or requirement for specific program funding opportunities, the nature of program, resource available or when accessibility to such project location will prove challenging. Sometimes, due to time limitations to examine huge number of applications. This can apply to the Networking and Strategic Advocacy Partnerships and Direct Project Implementation Partnerships.

In this case, the direct restricted call will be launched by invitation to specifically mapped local partners through pre-screening organizations to assess whether they have the financial, organisational and managerial capacity to respond to the call. Direct restricted calls will go through the following steps:

Step 1: Mapping local partners

During this stage, CARE South Sudan will conduct snapshot on desk mapping of local partners with capacity to implement similar programs in the same geographical areas. The project teams in the field offices will assist in assessment of the presence of such local organizations in their areas. This mapping exercise shall be conducted to ascertain the institutional capability of the local organizations.

Step 2: Call for concept notes

At this stage based on the availability of local NGOs in the targeted areas, CARE South Sudan will invite concept notes from few eligible organizations. A minimum of 3 local partners will be requested to submit concept notes. CARE South Sudan will assess the concept notes by three program and finance staff. The analysis and approval of the concept notes evaluation shall be done by the Decision Making Committee. A summary of the requirements (eligibility criteria) can include financial, organizational, managerial and physical presence in the geographic locations. The following documents will be developed prior to the call for concept notes:

* Application guidelines for preparing the concept note stating the mode of submission, the place of submission and the process for seeking clarification etc.
* The technical and financial criteria which will be used to evaluate applications and to select successful applicants.

The call for concept notes will be made to the prospective local partners not less than 10 days before applications are due or closed. Submissions received after that time and date will not be considered. The announcement will be made to the applicants on the same day and hours for fairness of the process.

Step 4: Organizational capacity assessment, due diligence and contracting

This is final stage of the restricted call procedure. The grants and contracts team will conduct due diligence on the successful local partner to assess its internal systems and procedures to undertake the partnership. The program team will conduct an organizational capacity assessment (OCA) to under the local partner capacity gaps and how to address them as part of the institutional capacity strengthening. The due diligence and OCA will not largely determine whether to proceed with the award especially for local NGOs. But it will have effect on partnership with international NGOs. In the event that, the INGO fails the due diligence, the second best rated proposal or concept note will be considered alternate for the award.

Step 5: Award and signing of sub grant agreement or partnership agreement

Successful local partners will either sign partnerships agreement for the Direct Project Implementation Partnerships or for the Networking and Strategic Advocacy Partnerships and INGOs sign sub-award agreement. This will be the basis of CARE South Sudan working relationships with the local and international partners.

### Open competitive selection

An open and competitive call will be used when CARE South Sudan intends to work with a large number of local organizations. This type of procedure applies to the Project Deliverable Partnerships. It also applies when in principle a huge number of local partners qualify for funding made available through the project. CARE South Sudan will need to make an assessment that there exist a large number of organizations that are likely to meet the eligibility criteria in the geographical areas.

An open and competitive call for concept note will use public announcement medium such as the various media houses to announce the opening up of distinct partnerships opportunities. Prospective grantees will be encouraged to present concept note and this will be assessed and approved before request for a full detailed proposal will be provided. The steps in the selection include:

Step 1: Mapping local partners

During this stage, CARE South Sudan using the field offices and available data will conduct mapping of local partners implementing similar programs in the project areas. This mapping exercise shall be conducted on desk to ascertain the institutional capability of the local organizations

Step 2: Open call for concept notes

At this stage based on the mapping results, CARE South Sudan will invite concept notes from eligible local organizations. A minimum of 10 local partners will be requested to submit concept notes. CARE South Sudan will assess the concept notes by both technical and financial staff. The analysis and approval of the selected concept notes shall be conducted by the Decision Making Committee. The request for Concept Notes may include:

* A summary of the requirements (eligibility criteria). These could be financial, organisational, managerial as well as linked to specific geographic locations.
* Application guidelines for preparing the concept note stating the mode of submission, the place of submission and the process for seeking clarification etc.
* The technical and financial criteria which will be used to evaluate applications and to select successful applicants

The call for concept notes will be advertised not less than 15 days before applications are due or closed. Submissions received after that time and date will not be considered. The announcement will be published in the local media deemed appropriate.

Step 3: Submission of full project proposal

The local partners shortlisted will develop and submit full project proposals based on more detailed analyses of the context, mapping of relevant actors, proposed results framework, work plan and budget. The analysis and scoring of the proposal shall be conducted by the Decision Making Committee. In some instance where donor requirement demands approval of the successful proposal by established body, such approval will be sort and the decision is made final.

Step 4: Due diligence and contracting

This is final stage of the restricted call procedure. The grants and contracts team will conduct due diligence on the successful local partner to assess its internal systems and procedures to undertake the partnership. The due diligence does not determine whether to proceed with the award or not.

Step 5: Organizational capacity assessment

CARE South Sudan will support the successful local partners to conduct their institutional capacity assessment to determine their strengths and gaps. This assessment will inform the capacity building plans for the local partner that will be utilized to strengthen the capacity of the local partners to deliver results.

Step 6: Award and signing of partnership agreement

Project deliverable partners will be awarded partnerships agreements that will form the basis of the working relationships between CARE South Sudan and the local partners. The agreement will clearly stipulate the roles and responsibilities of each partner and compliance requirements.

#### Summary of local partner selection process

|  |  |  |  |
| --- | --- | --- | --- |
| **Selection type** | **Key features** | **Merits and risks** | **Applicable procedures** |
| Direct selection(restricted call)  | CARE South Sudan decides to partner with a local actor for a specific proposal. The proposal may be:a) Submitted by the local partner to CARE South Sudan; orb) Requested by CARE South Sudan to a particular local partners. | 1. Responsive to particular programming environment, program context or timing of the intervention.
2. May reduce ability to choose between alternative partners/ approaches
3. Limits transparency of selection
4. Limits cost-effectiveness analysis
 | * Use the steps in this guideline.
* Document the rationale for using the direct selection approach explaining specific reasons why this selection approach was chosen
* DMC to approve final decision
 |
| Open and competitive selection (general call) | CARE South Sudan issues an open competitive call for expression of interest that may be:a) General to identify prospective local partners around targeted programme areas;b) Specific to identify local partners to achieve a specific result.  | 1. Transparent, fair and credible selection
2. Supports identification of new partners and/or new approaches
3. Supports more informed cost effectiveness analysis
4. May require more time to allow partners’ submission and staff time for the selection process
 | Document the results of the open selection approach using the selection analysis.  |

**Annex A: CARE South Sudan types of non- traditional partnership typology (informal and nascent organizations) for advocacy**

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| --- | --- | --- | --- | --- | --- |
| **Type of partners***(describe the different options of non-traditional partners with whom CARE has been developing written or non-written agreements)* | **Main characteristics***(includes capacities of the non-traditional partners)* | **Type of agreements** *(Refers to the type of partnership agreements we have in place with all these various organizations)* | **Best practices** *(identified by CARE global working with those type of partners)* | **Main challenges and risks supporting non- traditional partners** *(programmatic, socio-political, administrative and legal)* | **CARE Examples of case studies** ( |
| Informal women and youth groups | Community embedded unregistered groups | No formal partnership agreement with such groups | Add voice to advocacy on issues of mutual concern in the communities. E.g. CARE South Sudan engagement with women-led organizations that influenced UNMISS mandate | Difficulty to hold such partners accountable for any agreed action pointsLimited technical capacity to analyze to issues and frame them into policy options | CARE South Sudan work in the SUN movement  |
| National associations & unions | Loose networks of formal organizations legally registered | Possible signing of strategic partnerships agreement that outline roles and responsibilities in program delivery and advocacy | SUN MovementLocalization advocacy through the National Steering Committee in CARE SSSafe from the Start Women Networks | Maintain coherent network with diverse skills, interest and expectations | Localization national steering committeeSUN MovementSafe from the Start women led organisations network |
| Humanitarian Platforms | Platforms to joint advocacy on humanitarian interventions | Possible signing of sub award agreements in case CARE South Sudan holds grants for the performance of such platformTerms of Reference – non-financial agreement on specific tasks or projects | SUN movement CSAs leading advocacy on nutritionNGO Forum, CARE role as Steering Committee member and influencing humanitarian planning | Maintain coherent network with diverse skills, interest and expectations | NGO Forum, Clusters and Technical Working Groups |
| Civil society organizations and platforms | Formal organizations registered to carry out specific mandates and activities | Partnership agreement with financial commitments | Existing local partners CARE co-implement projects with. E.g. Women Voices and Leadership Program partners, South Sudan Joint Response Program partners | Balancing donor compliance requirements with limited capacities of local partnersIncreased capacity building pressure and expectations on CARE | SSJR, SFTS and WVL local partners |

1. *Adapted from the Partnering Principles of the Partnership Brokers Association (PBA) and the Principles of Partnership endorsed by the Global Humanitarian Platform* [↑](#footnote-ref-1)