

## Partnerships Selections in Emergencies

### Introduction:

CARE international in Turkey has developed a Partnership Approach which outlines in detail the thorough processes to be implemented when selecting new partners. This normal selection process encompasses a series of extensive and in-depth assessments, reference checks and decision making phases that will take a minimum of 2- 3 months to complete. However, in special circumstances where the life-saving needs are overwhelming and new partners are required to be on board quickly to support implementation in an emergency, the CO will adopt a set of Fast Track Procedures that offers the flexibility to rapidly assess and select new partners for a pre-determined time bound period. The steps reflected in this document represents a modification to the standard policies and procedures outlined in the Partnership Approach.

While these procedures are meant to help facilitate partnership selection in an emergency setting, it can increase risk to CARE and will only be used when absolutely needed and all assessment and decisions taken should be properly documented.

### Partners Identification in Emergencies:

#### a. Partner Mapping:

The partnership identification process is initiated by Program Managers with the consultation of the technical advisors (where applicable) and other relevant departments by developing a plan for new expansion within a particular sector, geographical areas and/ or partners based on CARE's CO strategy.

The identification of partners based on expansion plan will be carried out by the Partnership department through Expression of interest (EOI) received from potential Partners (Annex 1) including but not limited the following information:

- Organisation Legal information
- Geographical coverage areas.
- Technical Expertise.
- Reference check.
- Staff Legal Status.
- Portfolio of the organisation.
- Familiarity with Donors.
- List of implemented Projects.
- Contact details.

Partnership department is responsible to capture all information received from potential Partners through the EOI in CARE's **NGO database**<sup>1</sup> (see Annex 2).

The new partner selection will be narrowed down based on Minimum Eligibility Criteria (see Annex 3 for details), solicited formal and informal references and recommendations from clusters, the NGO Forum partnership platform and from INGO and NGO networks in place.

This process will be activated in the following situations:

- Amendment to existing partnerships.
- Exclusive or predominant capacity: An exception to competition can be made for applicants with exclusive or predominant capacity in a particular sector or geographical area.
- Or in cases of emergencies and where rapid access is required.
- In cases where the selection is to add one partner only, the informal process can be used to not raise expectations and receive an unmanageable number of requests.

Program Managers will be tasked to review the list of NGOs included in CARE's NGO database and shortlist potential partners based on their technical expertise and participation in the relevant clusters. If none are found to be suitable then the Partnership Manager will directly contact the relevant clusters and seek nomination of 3 or 4 potential partners in order to start the Due Diligence Process.

## b. Due Diligence Process:

Once mapped and shortlisted, the potential partners will be assessed as per CARE's standards and partnership Fast tracked Process.

The due diligence assessment is carried out to:

- Identify the potential risks involved if a particular partner is selected and provide the advance opportunity to mitigate the same.
- Determine the type of partnership and level of funding and monitoring required.
- Identify gaps in the partners' capacity.

The mandatory steps under this process and the timeline to complete each step is reflected in the table below:

No	Due Diligence steps	Supporting documents	Templates	RACI	Timeline
1	CD Reference check	Formal email		R: CD A: P-Ship Manager C: PQ Director I: ACD- Program	4 days

<sup>1</sup> CARE's NGO Database comprises of the details of Local NGO organizations who have indicated an interest to partner with us. The information therein is mapped based on technical expertise, years active, familiarity with Donors etc.

2	2 formal reference check from whether INGOs or UN Agencies	Formal Email or signed letter		R: P-Ship Manager A: PQ Director C: PMs Manager I: ACD- Program	
3	Organisation Capacity assessment in Emergencies	OCA tool in finance, Procurement and HR	Annex 4	R: Head of Finance, HR and Procurement A: P-Ship Manager C: PQ Director D: ACD-Program	1 day
4	Due Diligence assessment	Due Diligence template	Annex 5	R: Head of Department A: P-Ship Manager C: PQ Director I: ACD- Program	1 day and in parallel with OCA
5	Cluster reference check	Cluster reference check template	Annex 6	R: P-Ship Manager A: PMs C: PQ Director I: ACD- Program	1 Week
6	CARE's Safety and Security reference Check	Formal email		R: Security Officer A: P-Ship Manager C: PQ Director I: ACD- Program	3 days
7	CARE's External Affairs team reference check	Formal email		R: External Affairs Director A: P-Ship Manager C: PQ Director I: ACD- Program	1 Week
8	Technical Capacity Assessment	Technical assessment for relevant sector	Annexes 7,8,9,10,11,12	R: PMs A: P-Ship Manager C: PQ Director I: ACD- Program	3 days
9	Bridger Check	Bridger Check software	Lexis Nexis website	R: Finance Coordinator A: P-Ship Manager C: Finance Manager I: PQ Director	1 day

Note: The whole process is expected to take between 15-30 days as many of the steps can be completed in parallel with others.

#### c. Go/ No Go decision:

Within one week of collecting all the relevant information about the Potential partners, Partnership Manager will present the findings of the due diligence process to the Partnership Decision Making Committee (PDMC).

The PDMC will review the findings and mutually agree on a recommendation that will be summarized by the Partnership Manager detailing reasons, risks identified and areas for improvement to be presented to the County Director (CD) for final review and approval through the Go/ No Go template (Refer to Annex 13)

The Partnership Manager is responsible for the documentation and archiving of the entire process and updating the partners' database accordingly and thereafter communicating the results to all the vetted partners.

#### d. New Partner Pilot Project:

The first awarded project will be a pilot project with certain restrictions and additional requirements assigned to:













- a) act as mitigation measures for any potential risks,
- b) allow the partner to get familiar with CARE's rules & regulations, and;
- c) ensure both parties are aware and familiar with the others challenges, limitations and opportunities. This will include a capacity building plan developed by the Unit Heads based on the findings of the initial capacity assessment.



The selected partners will be officially informed about the conditions associated with the award through the Pilot Project Agreement and clarified during the kick-off meetings as well. It would be made very clear that the progress to a Sub-Grant Agreement will be determined by their performance during the implementation of the pilot project.

During the pilot phase each of the Unit Heads will also be held accountable to develop and implement the necessary capacity development of the partners and report back to the Decision making Committee at the end of the pilot phase. After completing the pilot phase, CARE must conduct an evaluation and review the partner's performance including but not limited to: commitment, cooperation, project performance, communication and gaps in capacity (Refer to template in Annex 14). This will support the decision to either continue and/or terminate the partnership. If the former, then the Partnership Manager in cooperation with Head of Departments will start the process of General Capacity assessment and agree on a Capacity Development plan in addition to finalizing the Legal Status Checklist.

Note: More than one partner can be selected for the pilot project and based on need for each sector.

List of Annexes:

Annex 1	CARE's Expression of Interest Template	 Annex 1 EOI.docx
Annex 2	NGO Database Template	 Annex 2- NGO Database.xlsx
Annex 3	Minimum Eligibility Criteria	 Annex 3- Minimum Eligibility Criteria.doc
Annex 4	OCA in emergency Template	 Annex 4 OCA.xlsx
Annex 5	Due Diligence Assessment Template	 Annex 5 DD.xlsx
Annex 6	Cluster reference Check Questions	 Annex 6 Cluster reference check.doc
Annex 7	SRH GBV Technical Assessment Template	 Annex 7 SRH technical assessmen
Annex 8	WASH Technical Assessment Template	 Annex 8 WASH technical assessmen
Annex 9	Shelter Technical Assessment Template	 Annex 9 Shelter Technical assessmer
Annex 10	Livelihood Technical Assessment Template	 Annex 10- FSL TCA.xlsx
Annex 11	Rapid Response Technical Assessment Template	 Annex 11- Rapid Response TCA.xlsb
Annex 12	Protection Technical Assessment Template	 Annex 12- Protection TCA.xlsx

Annex 13	Go- No Go template	 Annex 13- Go-No Go template.docx
Annex 14	Pilot Project Evaluation	 Annex 14- Pilot project Evaluation.d

Prepared by	Monzer Koulkou
Position:	Partnerships Manager

Reviewed by:	Josephine Samikannu
Position:	Program Quality Director

Approved by:	Aleksandar Milutinovic
Position	Acting ACD- Program
Date	
Signature	