



LOCALISATION

CASE STUDY

Supporting Local Civil Society Organisations in Armenia

It is Save the Children's belief that by shifting greater capacity, means and ownership to national and local actors, it will result in more timely, appropriate and effective outcomes for the most deprived, vulnerable and marginalised children and their communities and better fulfil the rights of children.

BACKGROUND

Local Partner:

Partnership and Teaching (P&T) NGO

Name of the projects:

1. “Protecting Children Affected by the Nagorno-Karabakh Conflict” – funded by the Norwegian Ministry of Foreign Affairs
2. “Ensuring safe and protective environments for conflict-affected boys and girls in Armenia” – funded by Stichting de Oude Beuk (DOB Foundation)

Implementations dates:

1. from 15/11/2020 to 15/04/2021
2. from 01/12/2020 to 31/05/2021

“Partnership and Teaching” (P&T) is a non-governmental organisation (NGO) founded in Syunik province of Armenia in 2000 with a mission to support the development of the civil society through cooperation and capacity building of civil society, educational organisations and the province level government institutions. In 2013, P&T NGO opened its second office in capital city Yerevan.

- Save the Children conducted two focus group discussions (FGD) with P&T to get their insights on the results of localisation efforts carried out during the recent cooperation as part of the above-mentioned emergency response projects. The FGDs were based on the concept of seven dimensions of localisation used by Save the Children – partnership, capacity building, child participation, funding, coordination mechanisms, policy influence and visibility. The questionnaire developed for the purpose of this FGD is attached to this case study.
- The objective of the assessment was to ensure deep dive into the relationships between Save the Children and P&T as part of humanitarian response project and to assess:
 - what worked well, what didn't, and how to approach localisation next time and in other contexts;
 - how to strengthen preparedness and what other capacity building support is required for local actors to perform autonomous work;
 - partners' expectations and recommendations, including garnering specific feedback on which of the seven dimensions of localisation are most important to the partners and why.

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PARTNERSHIP WITH SAVE THE CHILDREN

The partnership between Save the Children and Partnership and Teaching NGO started in 2010 and included project-based work as well as cooperation as part of various child rights networks.

P&T NGO first began cooperating with Save the Children in 2010-2011, investing their local expertise in education to introduce student councils at schools, and develop and conduct relevant training sessions. In 2014-2016, as part of a programme that supported the wellbeing of persons with disabilities (PWDs), P&T established a leather sewing social enterprise in Syunik to setup workplaces for PWDs. The enterprise was recently re-profiled into a textile production factory benefitting women displaced from NK within the scope of the latest partnership with Save the Children.

Apart from the mentioned projects, P&T also partnered with Save the Children as part of the Child Protection Network and Mother and Child Health Alliance which were initiated by several local and international actors in Armenia, including Save the Children. The NGO had concrete functions to carry out at province level as part of those structures. Since 2017, P&T has also been involved in “Replacing Violence with Love” five-year campaign to combat violence against children, initiated by Save the Children and other organisations in Armenia as part of the global campaign of the same content.

The most recent cooperation of P&T NGO with Save the Children began in October 2020 with the aim of providing humanitarian response to children and their families displaced from Nagorno-Karabakh to Armenia as a result of the 44-day war initiated by Azerbaijan in September 2020. P&T was actively involved throughout the Humanitarian Programme Cycle from needs assessment to project design and implementation, from monitoring and evaluation to project reporting.

According to the Chairman of P&T, before this project, the NGO didn't have experience in implementing humanitarian response projects, and Save the Children helped them to deal with the situation, especially amidst the uncertainties related to the government support to the displaced people, unavailability of databases and so on. Equally important for overcoming those uncertainties were the close connections of the NGO with the local government and the reputation and trust they enjoyed with them. Overall, the human and administrative resources available at the P&T, combined with the financial support and a series of training sessions arranged by Save the Children, helped to successfully achieve the objectives of the response project. The special focus placed on child rights and child protection contributed to improving the NGO's experience in that area.

P&T has been involved in regular discussions with Save the Children related to managing and sharing the risks of project activities. Per SC requirements, a Safety and Security Focal Point was assigned to oversee and report on child safety and security related matters, having passed the required capacity development trainings. Among other safety and security requirements, special importance was attached to adhering to COVID-19 pandemic regulations in Armenia. P&T believes that Save the Children's active engagement was very helpful for them, not least for foreseeing, preventing and mitigating the risks related to project activities. The NGO staff highlighted the importance of the quality benchmarks set by Save the Children which significantly contributed to the organisational development. The Chairman of

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P&T mentioned that all the new standards and procedures introduced to them by Save the Children have been institutionalised and will be very useful for them in their future work.

The NGO has also been actively involved in the discussions related to project continuity, new opportunities and sustainability. As the project implementation evolved, P&T urged for continuing the project considering the vital needs of the displaced population to Armenia. As a result, the organisation was directly granted another project by European Commission Humanitarian Aid (ECHO) to continue to operations of four Child Friendly Spaces (CFS) in Goris town and surrounding rural areas of Syunik.

With Save the Children's encouragement, P&T explored additional resource mobilisation opportunities to reduce reliance on Save the Children's support. Some of the examples of success include English lessons conducted by the American University of Armenia for children of Goris CFS, computer literacy classes provided by a local IT company, as well as the technical appliances acquired with the support from UNHCR and the Armenian Seniors Association of Australia for re-operating the social enterprise to provide jobs for parents of displaced children and to ensure alternative income sources for the project.

P&T has been directly involved in conducting monitoring visits with Save the Children, which resulted in joint reflection on the project progress and some modifications made. This, inter alia, has also included modification of budget and procurement regulations.

Summarising the character of partnership with Save the Children, P&T NGO highlighted that it was a very much cooperative effort that aimed to achieve the results of the project and beyond, and considered the P&T's perceptions and advice on all the aspects of the project, such as the needs assessment, project continuity and P&T's engagement in various coordinating mechanisms. "The partnership with Save the Children definitely went beyond the project scope and had a more comprehensive and strategic approach that aimed at ensuring sustainability and continuity of our work," the Chairman of P&T mentioned.

Refugee-like children playing with their local peers at the Child Friendly Space in Tegh village, Armenia. Partnership and Teaching NGO provides them with psychosocial support and helps them integrate into the new environment by providing an environment for them to spend an enjoyable and useful time with their new friends.



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P&T emphasized that the partnership was also defined by the emergency response nature of the project which required extra hours of work, high pace and agility. Highly valuing Save the Children's flexibility and responsiveness, the NGO also mentioned that modifying some of SC's approaches and ways of work might contribute to the better implementation of the project. This, for example, includes the need for timely transfer of the project money by Save the Children's Regional Office, which has been delayed many times.

CAPACITY STRENGTHENING

Prior to the implementation of the NK response project, Save the Children conducted a multi-dimensional capacity assessment of the NGO that helped to identify the strengths of the organisation as well as the need for capacity development. As a result, a capacity building plan was developed and implemented. The staff of P&T passed a range of intensive training sessions and consultations by Save the Children in the following areas.

Training

- a) Child safeguarding
- b) Humanitarian response programme design and management
- c) Technical approaches (HEART, CFS, MHPSS, Rapid Needs Assessment etc)
- d) Budgeting and budget monitoring
- e) Monitoring and Evaluation including record keeping and record retention
- f) Accountability to beneficiaries and stakeholders
- g) Safety and security
- h) Risk assessment and management
- i) Positive parenting
- j) Psychological first aid
- k) First aid
- l) Overcoming stress
- m) Non-formal education methodologies
- n) Localisation

Consultation

- a) Communication
- b) Representation and networking

The overall number of the staff that benefited from these training sessions is 23 or 77% of the NGO's staff.

In June, training sessions on child protection in emergencies as well as on strategy development and phase out will be conducted.

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The multi-dimensional capacity assessment also helped to assess the organisational, technical and operational capacities of P&T NGO and identified a need for expanding the human and technical resources of the organisation. Based on the need, a respective plan was developed and actioned. As a result, the NGO involved 16 new staff members (in addition to the 7 staff that they had) and purchased equipment and supplies to be able to provide quality services to project beneficiaries. Along with capacity improvement needs, the assessment helped to identify and recognise the strengths of the organisation. This included areas such as the organisation's extensive experience in the areas of education and social work, the reputation and recognition that the organisation enjoys in Syunik region and beyond, strong working relationships with local authorities, and the uninterrupted operations of the NGO for more than 20 years.

Considering the COVID-19 pandemic, most of the capacity building activities were carried out online. Therefore, the overall amount envisaged for capacity building in the budget was not high and constituted 1% (USD 1,374) of the project budget.



Vladislav, 6, showing the picture of his house and his bicycle to his classmate Arpi, 6, at the Child Friendly Space setup by Partnership and Teaching NGO in Goris, Armenia.

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PARTICIPATION REVOLUTION (Child participation)

Save the Children's responsibility is to ensure contextualised programming and responses that meet the needs of children and their parents. As part of its mandate, SC presents the voice of children in all contexts, advocating and campaigning for better practices and policies to fulfill children's rights.

Speaking about the involvement of children and their parents in the NK response project, P&T mentioned that they have been involved throughout the project lifecycle, from needs assessment to project design, from implementation to evaluation. To make children's voices and opinions about the provided services heard, P&T has tried several methods, including placement of anonymous opinion boxes (feedback boxes), face to face meetings with children and their parents, focus group discussions with children and parents, regular discussions with beneficiaries at Child Friendly Spaces as well as during the home visits by social workers.

Save the Children and P&T provided flexible approach to reflecting children's needs and expectations into the project. Children's feedback was carefully considered and sometimes resulted in making modifications in the project. One such example is the incorporation of computer and English language classes for displaced children. Also lessons on school subjects were organised considering that many children needed catch up classes in line with the school curricula.

According to P&T, following the training sessions on child participation, child safeguarding and children's best interests, meaningful child participation approach was applied to engage with children of different age and gender in the project cycle. Discussions were held in various age groups of children, where equality of girls and boys was ensured.

The NK response project also exercised gender sensitivity and assessed and reflected on the needs of girls and women. As a result, the project included distribution of hygiene kits to girls and women, and gender sensitive approach was applied to the training sessions on Positive Parenting. Besides, kitchen kits were distributed drawing on the feedback received from female parents of children.

The project also tried to address the needs of more vulnerable children, by prioritising those with disabilities and those from women-headed families. P&T staff mentioned that specific needs of children with disabilities were identified during the interim needs assessments and presented to Save the Children. As a result, the ECHO-funded project (providing direct funding to P&T) that is due to be implemented soon will also include provision of necessary services to children with disabilities, including through engagement of respective specialists such as speech therapists.

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Levon, 6, attending an English language class at the Child Friendly Space in Goris town in Armenia.

Levon's family fled their village in Nagorno Karabakh due to the recent armed conflict. They have left everything they had. Levon badly misses his newly renovated room in his village house and wants to be back there. He was in distress for months after they left their house. He would refuse going to his new school in Goris or to make new friends. Levon's mother says he would close his ears with hands upon hearing any noise at school or in the street. Thanks to the psychosocial support provided by Partnership and Teaching NGO, now Levon attends the Child Friendly Space in Goris where he plays recreational and developmental games with his new friends and participates in English language classes. Levon's mother says he has changed a lot since he started to attend the Child Friendly Space.

COORDINATION MECHANISMS / POLICY INFLUENCE

Save the Children believes that if local actors are involved in all stages of the Humanitarian Programme Cycle, the quality, accountability and coherence of a humanitarian response will be strengthened. Local actors bring contextual understanding and expertise that complements international capacity and is essential for effective decision-making in crisis.

According to the Chair of P&T NGO, Save the Children attached importance to coordinating the work with the project stakeholders, and initiated coordination meetings with the local government and other local and international NGOs working in Syunik on provision of humanitarian response to the people displaced from NK. Apart from initiating local coordination meetings, the P&T, with Save the Children's support has also been instrumental in helping out the local government to create comprehensive databases and manage the provision of support to people displaced from NK. As a P&T staff mentioned, the databases were based on the ones earlier provided by Save the Children.

At the initial stage of project implementation, Save the Children was participating and presenting the work of P&T at nation-wide coordination mechanisms, such as the UN Working Groups, and sharing the information obtained at the coordination meetings with P&T. Later, however, with Save the Children's support and facilitation, P&T got directly involved in the UN-led Working Groups in Armenia, with the NGO staff participating in the regular meetings of Working Groups on Protection,

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Child Protection, Education, MHPSS, and Shelter/ NFIs, providing and getting first-hand information about the projects and initiatives being carried out in those areas.

According to the Chairman of P&T, the organisation was empowered to engage with the local government, when appropriate, to participate in discussions and influence the decisions on humanitarian response. However, this was done in close collaboration and intensive consultations with Save the Children, to make sure that both organisations are on the same page. One of the important examples of the influence of P&T and Save the Children was the revision of registration forms of displaced persons by the Municipality of Goris town. With the facilitation from Save the Children, P&T conducted a training session on developing comprehensive registration forms for the respective staff of the Municipality which resulted in creation and using of efficient registration forms by Goris community authorities.

Speaking about the local province level coordination mechanisms, the Chairman of the NGO mentioned that at the beginning there were challenges as the local government bodies lacked capacities to coordinate the work of various role-players and effectively share information. However, this was soon resolved, including due to the experience and the contacts established by P&T with the local government as well as the advice and expertise provided by Save the Children.

Due to the emergency situation, another issue was the lack of information about the criteria of membership and the ways in which organisations could engage and influence the local coordination mechanisms. However, as the time evolved and the trilateral agreement was signed to seize fire, both the local government and the organisations became more capable of setting more effective mechanisms of cooperation and sharing information.

Summarising the P&T's participation in coordination mechanisms, the Chairman of the NGO mentioned that he found that cooperation very useful not only in terms of provision of humanitarian response more effectively, but also because of the increased visibility of the NGO which resulted in greater recognition and reputation of P&T by the local and international actors and expanded network and representation.

FUNDING

The financial cooperation between P&T and Save the Children included management of donor and SC's own funds. It included the financial aspects of donor reporting, record keeping, compliance with donor and local policies and regulations (including those related to taxation), match contribution and management including in kind and cash contributions (though match contribution was not a funding requirement).

According to the P&T NGO, the budget of the NK response project was developed in agreement with their organisation. At the initial stage of needs assessment, P&T made in-kind contribution to the

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project, partially covering for staff time and office costs. The P&T Finance Manager confirmed that upon completion of the needs assessment phase, the project budget fully covered project related costs, and all operational costs including staff capacity building. The NGO was well realising that they were entering a new field of operations for them – emergency humanitarian response – which required quicker and more agile way of working, and therefore they suggested that a number of training sessions were organised for the NGO’s staff, apart from the mandatory ones suggested by Save the Children. As a result, English and computer classes as well as training courses on non-formal education and online tools for education were organised for the staff of the NGO at the initiative of P&T. In addition, the staff of the NGO benefitted from on-the-job capacity building in the areas such as reporting and documentation.

Speaking about the templates of proposals, sub-award agreements and reporting, the NGO staff agreed that they were clear and easy to understand. At the initial stage, there were some challenges related to completing the narrative report template, but the NGO’s reporting capacity gradually improved with the help and continued support of Save the Children, and they managed to complete them in a due manner.

P&T also discussed continuity planning and related funding with Save the Children, as a result of which the NGO managed to mobilise additional resources to expand and continue the operations of the Child Friendly Spaces. The Chairman of the NGO mentioned that though no match-funding was required by Save the Children’s response project, P&T contributed a significant amount of money to establish well-functioning Child Friendly Spaces that would help to ensure sustainability in providing services to displaced population. Please refer to Partnership section for more details.

VISIBILITY

According to the Chairman of P&T, the NGO staff felt honoured to partner with Save the Children and learn from that invaluable experience. P&T highlighted that the organisation’s visibility and reputation were promoted as a result of that partnership. They also expressed satisfaction with the level of the visibility ensured by Save the Children for the work of the NGO. The organisation’s work was presented during all types of external communications, including UN Coordination WGs and the meetings with all stakeholders. The organisation’s visibility was also promoted through the information leaflets provided to project beneficiaries and stakeholders, and the visibility materials placed at the project sites. The production of the visibility materials was properly calculated and included in the project budget.

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Ashot, 12, lives in a small rented house in Goris town, south Armenia together with his parents and three younger siblings. The family couldn't bring anything to Armenia with them. Ashot misses his village, his dog and the other animals he cared for. To help the family, the local NGO Partnership and Teaching has provided them with warm clothes, hygiene sets and schools kits. Ashot attends the Child Friendly Space where he engages in non-formal education activities and participates in computer classes. He has got new friends there with whom he likes to play and study. Take a look at this [Video](#), to see brilliant things that the local NGO Partnership and Teaching, with the support of Save the Children, are doing for children like Ashot in Armenia.

CONCLUSIONS AND RECOMMENDATIONS

P&T highly values the partnership with Save the Children and its role in making difference for children. According to the staff of the NGO, the infrastructures established through that partnership have helped children displaced from Nagorno-Karabakh to overcome the psychological stress, educational difficulties and lack of basic means for everyday life.

Provision of services for children with disabilities was very important, as the community of Goris didn't have such centres benefitting those children.

Overall, the culture of Child Friendly Spaces introduced to Syunik province was well accepted and even got encouragement from the local authorities and educational entities. As a result, proper spaces were allocated to the CFSs at kindergarten and school buildings.

Provision of positive parenting sessions was another important accomplishment of the project. The NGO staff mentioned that many parents experienced distress due to the conflict and displacement and found it difficult to relate with their children in a normal way. The staff of P&T said that they witnessed positive change in the treatment of parents towards their children following their participation in positive parenting sessions.

P&T highly values the experience that they gained in the field of humanitarian response and social services as a result of the partnership with Save the Children. Considering the volatile situation in the country, they are confident that they have obtained an institutional base and now have the capacities to continue to provide such services independently if need be.

Speaking about the relationships between P&T and Save the Children, the NGO staff mentioned that it was a valued partnership which allowed the NGO to use the best of their capacities and further develop

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them significantly for the benefit of children and their families in need. P&T perceived the relationship with Save the Children as a relationship of equals, with full respect by Save the Children, seeking their input and engaging in all stages of the project.

The Chairman of the NGO believes that the success of the localisation efforts was conditioned by several factors, including the professionalism and strong connections of P&T, the commitment and professionalism of Save the Children's staff as well as the previous experience of partnership between P&T and Save the Children. "All this helped to mutually understand and digest the approaches and principles of work of both organisations and make joint efforts towards the realisation of the goals," he stated.

QUOTES FROM PARTNER NGO

Artashes Torozyan, Chairman of P&T NGO: "It was an honour for us to partner with Save the Children – a high-class international organisation. Though P&T had extensive experience and was trusted by stakeholders, we were very pleased to work with the highly professional team of Save the Children and learn more from this new and invaluable partnership. We will definitely contribute our new knowledge and experience to our other projects and make them more effective."

Anna Avetisyan, MEAL Coordinator: "During the 20 years of our work, the P&T NGO implemented up to 150 projects funded by various donor agencies. However, none of those donors was as engaged in all project-related matters as Save the Children. Save the Children's active engagement was very helpful throughout the project cycle, including through foreseeing, preventing and mitigating the risks related to project activities. Thanks to the partnership with Save the Children, we have developed a firm institutional base which will allow us to independently implement response projects to the benefit of those in need, if need be."

Anna Danielyan, Coordinator of Goris CFS, speaking about the change that the partnership with Save the Children made for children: "Around 80 percent of child beneficiaries of the Child Friendly Space showed signs of distress. The quality psychosocial services and non-formal education provided by our staff with Save the Children's support helped them tangibly overcome their psychological problems."

Anna Avetisyan, MEAL Coordinator: "I can state that P&T has established a new benchmark for quality service provision in Syunik province. For example, provision of humanitarian assistance was organised in such a professional manner, that the beneficiaries themselves would confirm that their dignity was respected. COVID-19 requirements were strictly adhered to as well."

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ATTACHMENT

Questionnaire for facilitated FG discussion on localisation with NGO partners.

I. PARTNERSHIP

Please describe the partnership between Save the Children and your organisation.

Before the crisis

1. How did your organisation start the relationship with Save the Children?
2. During your past experience with Save the Children, has your organisation been in discussion about capacity sharing?
3. Has your organisation been supported with institutional and technical capacities to be ready to lead a humanitarian response project?

During crisis

4. Please indicate the period of partnership with Save the Children indicating whether the relationship was permanent (i.e. on continued basis) or on project basis.
5. Why did your organisation partner with Save the Children for the NK humanitarian response project?
6. How was the process of programme and budget design between your organisation and Save the Children?
7. Did you participate in needs assessment prior to project design?
8. Please share your experience on how has Save the Children supported your organisation in matters related to managing and sharing risks of humanitarian activities including security, compliance, quality assurance and reputation?
9. Have you been involved in the discussions related to project continuity, new opportunities and sustainability?
10. Please share your experience on how the process of project monitoring was organised?
11. Was Save the Children open and flexible to adapt the project and the budget in response to evidence of changing needs and community feedback?
12. Overall, would you characterise the partnership between your organisation and Save the Children as:
 - a) It was a strategic partnership of equals aiming to achieve the results of the project and beyond with joint efforts towards local and central-level advocacy;
 - b) The partnership was mainly around operational delivery of project activities, it was dominated by Save the Children which was closely monitoring activities and quality on the ground;
 - c) The partnership was somehow considering our organisation's perception and advice on all aspects of the project.
13. In explaining the above, what would you aim to see "more of" or "less of" if the partnership with Save the Children was extended?

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2. CAPACITY STRENGTHENING

1. Please share your experience on how the process of your organisation's capacity assessment was organised prior to OR in early stages of partnership with Save the Children? Was there a mutually agreed contextualised capacity sharing plan developed? Was there a commitment from both your organisation and Save the Children to help strengthen each other's capacity including organisational, technical and operational capacities?
2. If yes,
 - a) Which strengths of your organisation and Save the Children have been recognised?
 - b) Which gaps of your organisation and Save the Children have been identified and addressed through training, regular discussions, or other capacity development activities?
3. Does the project budget for your organisation included a line for capacity strengthening? What was the specific amount earmarked for this? What was the process to decide how much is needed for capacity strengthening?
4. Do you think the capacities of your organisation have been strengthened as a result of the partnership with Save the Children? Please name specific areas within the below and beyond:
 - a) Child safeguarding
 - b) Humanitarian response programme design and management
 - c) Technical approaches (HEART, CFS, MHPSS, Rapid Needs Assessment etc)
 - d) Advocacy and communication
 - e) Representation and networking
 - f) Budgeting and budget monitoring
 - g) Monitoring and Evaluation including record keeping and record retention
 - h) Accountability to beneficiaries and stakeholders
 - i) Safety and security
 - j) Risk assessment and management
 - k) Reporting and documentation
 - l) Strategy development and phase-out
 - m) Other

Please provide specific examples on improved capacities in the areas mentioned above.

5. Please name the trainings which Save the Children organised for your organisation and the number of staff who attended.

3. PARTICIPATION REVOLUTION (Child participation)

Save the Children's responsibility is to ensure contextualised programming and responses that meet the needs of children and their parents. As part of its mandate, Save the Children presents the voice of children in all contexts, advocating and campaigning for better practices and policies to fulfil children's rights.

1. Did your organisation in partnership with Save the Children involve children and their parents throughout the Humanitarian Programme Cycle, from needs assessment to programme design, implementation, monitoring and evaluation?

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- a) Please describe the process of needs assessment. What did that process include? What tools were used? Did Save the Children support you to conduct the needs assessment. If yes, how?
- b) How were the results of the needs assessment incorporated into the response strategy and plan, implementation, monitoring and evaluation?
2. Did you apply meaningful child participation approach to engage with children of different age and gender? Please give examples.
3. In your opinion, did the response address key needs for children? Which ones?
4. Did you assess and reach girls and boys, men and women equally in your programmes? What evidence can illustrate this?
5. In your opinion has the response project address specific needs of girls and women? What evidence can illustrate this?
6. Has the project addressed the specific needs of all children with disabilities, ethnic minorities and other vulnerable groups?
7. Was child safeguarding part of your capacity building plan and how was it embedded in your programmes?

4. FUNDING

The financial cooperation between your organisation and Save the Children includes management of donor and Save the Children's own funds. It includes the financial aspects of donor reporting, record keeping, compliance with donor and local policies and regulations (including those related to taxation), match contribution and management including in kind and cash contributions.

1. Was the project budget developed in agreement with your organisation? Did it cover project related costs?
2. Was the language in proposals, sub-award agreement and reporting and other templates clear and easy to understand?
3. Were you encouraged to explore additional resource mobilisation opportunities including with the private sector in order to reduce reliance on international support?
4. Were you encouraged to request capacity building support as needed to ensure that your organisation has a capacity to transparently and accountably manage and report on donated funds?
5. Was response continuity planning and related funding ensured and discussed with your organisation in line with persistent or newly emerged needs of the caseload?

5. COORDINATION MECHANISMS / POLICY INFLUENCE

If local actors are involved in all stages of the Humanitarian Programme Cycle, the quality, accountability and coherence of a humanitarian response will be strengthened. Local actors bring contextual understanding and expertise that complements international capacity and is essential for effective decision-making in crisis.

1. Was your organisation involved in coordination mechanisms? If yes, what types of coordination mechanisms and actors were you involved in (UN-led WGs, donor agencies, local NGO forums

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and networks, development actors involved in response, academia, diaspora, women-led, private sector, faith-based organisations etc)?

2. Was that involvement facilitated/supported by Save the Children?
3. What kind of obstacles did you face in terms of being involved in coordination mechanisms?
4. Did you have clear idea of:
 - a. Membership criteria
 - b. Ways in which organisations can engage in coordination mechanisms
 - c. Benefits of participation
5. Do you think Save the Children sufficiently highlighted the role your organisation played in the partnership-based humanitarian response at coordination meetings?
6. Were you supported/empowered to engage with the local or central government, when appropriate, to influence the humanitarian response decisions to ensure effectiveness?
7. Were you supported and encouraged by Save the Children to directly participate and contribute to high-level discussions with the government in the areas of your concern?

6. VISIBILITY

1. Did Save the Children highlight your organisation and the role of your organisation in their external communications and media, coordination meetings, and communication to donors?
2. Have you seen your organisation's visibility increased and reputation promoted after working in partnership with Save the Children?

7. ADDITIONAL QUESTIONS / WRAP UP

1. What difference has your cooperation with Save the Children made for children?
2. What challenges did you face when working with Save the Children?
3. What difference has the cooperation with Save the Children made for your organisation? Name two most significant changes please.
4. In your opinion, what difference has your contribution to the humanitarian response project made for Save the Children?
5. As part of its localisation concept, Save the Children perceives the relationship with its strategic partners as a relationship of equals. Did you see this attitude clearly manifested? If not, which areas require improvements?
6. What would you change or recommend changing if you worked with Save the Children again?

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