

**July 2013 – June 2018**

**CARE International in Burundi**

**Partnership Strategy**

# Summary

To be added (CARE Burundi)

½ page

# Glossary of Key Terms

**Impact group** - The specific population group whose lives should show a measurable, enduring improvement as a result of our programming[[1]](#footnote-1).

**Operational partnership** - An engagement between CARE and a partner that involves direct project implementation to achieve operational level objectives. For more information, see section 2.

**Partner** – Any actor, be it from civil society, private or public sector, with whom CARE is engaged in a partnership.

**Partnership** – A work relationship between organizations, institutions or companies that aims at achieving jointly agreed upon objectives, while permitting each partner to also achieve its individual objectives. Partners have a shared vision and joint objectives, and work in equity and transparency. For more information, see section 2.

**Program approach** – A coherent set of initiatives by CARE and our allies that involves a long term commitment to specific marginalized and vulnerable groups to achieve lasting impact at broad scale on underlying causes of poverty and social injustice. This goes beyond the scope of projects to achieve positive changes in human conditions, in social positions and in the enabling environment[[2]](#footnote-2).

**Programmatic model** – A model that is used in the implementation of our programs, such as NaweNuze[[3]](#footnote-3). A model is based on sound evidence, observable, relevant, brings relative advantage over existing practices, easy to replicate, compatible to national priorities, norms and values, and testable.

**Strategic partnership**–A relationship where CARE and a like-minded partner agree to work together to pursue a common change agenda to achieve strategic level objectives

# Table of Contents

[Summary 2](#_Toc389595623)

[Glossary of Key Terms 2](#_Toc389595624)

[Table of Contents 3](#_Toc389595625)

[1. Development of the Partnership Strategy 4](#_Toc389595626)

[2. Defining Partnership 4](#_Toc389595627)

[3. CARE Burundi’s PartnershipVision 5](#_Toc389595628)

[Partnership and CARE 2020 5](#_Toc389595629)

[CARE Burundi’s Partnership Vision 6](#_Toc389595630)

[Being a partner of choice 6](#_Toc389595631)

[4. Strengths and Challenges for Working in Partnership 8](#_Toc389595632)

[Internal to CARE Burundi 8](#_Toc389595633)

[External to CARE Burundi 9](#_Toc389595634)

[5. Strategic Directions 10](#_Toc389595635)

[6. Performance Measurement and Learning 13](#_Toc389595636)

[7. Implementation 16](#_Toc389595637)

# 1. Development of the Partnership Strategy

CARE International in Burundi works in partnership since the early 2000s.In the beginning, partnership was focused on a transfer of funds and the partner’s implementation of a pre-defined set of activities. Over time, CARE Burundi and some of its partners started to develop more strategic relationships. This trend was confirmed by the results of the Country Presence Review in 2012, when CARE Burundi stated that it wants to become a partner of choice and work as a catalyst that adds value to Burundi’s civil society through its innovation, advocacy, capacity building, etc.

The above changes led to the need of a partnership strategy that clarifies CARE Burundi’s new approach to partnership. The development of this strategy started in May 2012 with internal discussions including program and program support staff. Next, a one-day workshop brought together different civil society organizations and the Ministry of National Solidarity. The workshop looked at current strong and weak points in CARE’s partnership approach and identified several criteria of what it means to be a ‘partner of choice’. This input, together with guidance developed by CARE’s Regional Management Unit for East and Central Africa, was used by a small working group to develop the current strategy.

The strategy will in principle be valid for five years, i.e. from July 2013 until June 2018, after which period it will be evaluated and revised.

# 2. Defining Partnership

A partnership is a work relationship between organizations, institutions or companies that aims at achieving jointly agreed upon objectives, while permitting each partner to also achieve its individual objectives. Each partner brings in its resources and competencies, and takes its share of the associated risks.

A number of partnership principles further clarify what partnership is to CARE Burundi. In all our partnerships, they count as non-negotiable:

* Ashared vision and joint objectives
* Equity between partners
* Transparency

CARE Burundi recognizes two kinds of partnership: strategic partnerships and operational partnerships:

* Strategic partnerships are those relationships where CARE and a like-minded partner agree to work together to pursue a common change agenda to achieve strategic level objectives. In this relationship both parties agree on an agenda aimed at influencing underlying causes of poverty, including policy impact. This partnership is underlined by a conviction that building a common platform for action is strategic and instrumental for achieving desired results. Parties contribute with resources and jointly negotiate the strategy. Control is shared in accordance with the partners’ individual needs and abilities. The relationship does not necessarily involve funding or a contractual relationship. Objectives could include but are not limited to joint learning, joint advocacy and joint research.
* An operational partnership is an engagement between CARE and a partner that involves direct project implementation to achieve operational level objectives. CARE engages with the partner for direct implementationthrough a jointly agreed work plan, methodology, budget and duration. Under this partnership, CARE is usually (but not necessarily) the ‘contract-holder’ of the project. As national NGOs become stronger, it will more often be the case that they take the lead in project implementation and invite CARE as a partner for specific technical support. CARE supports these kinds of partnership as it contributes to the strengthening of civil society and build partners’ capacity in specific domains such as donor liaison and contract management.

Although the contractual commitment to operational partnerships is relatively short term, the intention is for operational partnerships to be long term as well, as this fosters capacity building, mutual trust and learning.

It is worth indicating a number of relationships that are not partnerships:

* Relationships whereby one party decides on a program or project, and dictates to the other party how it should be implemented;
* Relationships whereby one party procures goods or services from the other party;
* Relationships whereby one party funds or donates to the work of the other party, which has full autonomy on the implementation of this work;
* Relationships that are guided by a fixed contract with clear deliverables decided at the start of the contract;
* Relationships that see limited engagement from the parties beyond the contractual arrangement;
* Relationships with one-way accountability.

# 3. CARE Burundi’s PartnershipVision

## Partnership and CARE 2020

In 2012, CARE International developed ‘CARE 2020’. This vision looks at who CARE International wants to become in the near future to be able to increase its impact.

“It is the year 2020. (…) CARE’s primary asset in the fight against poverty is the knowledge, ideas, and experience gained through its implementation of coherent programs that draw on rights-based perspectives and gender analysis; the strong connections within and across CARE and poor and marginalized communities, social movements, governments, civil society, academia, the private sector, foundations, and individuals (both activists and donors), and its strong capacity for “local-to-global” advocacy. While the emphasis on mobilizing financial resources is essential, CARE has increasingly demonstrated that broader and deeper impact can be achieved by mobilizing people and ideas.”[[4]](#footnote-4)

This quote from Vision 2020 shows that partnership is becoming increasingly important to CARE. The way we define and approach partnership is changing. In its ‘Country Presence Review’, held in 2012 together with the other Great Lakes CARE Country Offices, CARE Burundi highlighted that it wants to be:

* A social change catalyst and innovator that leads and facilitates scale-up, replication and development of successful programmatic models, and
* A capacity and institution builder, that contributes to viable local organizations and that facilitates multi-actor strategic partnerships.[[5]](#footnote-5)

The same ‘Country Presence Review’ recognizes that for CARE Burundi, working in partnership is indispensible to the successful implementation of its two programs: the Women Empowerment Program and the Children Empowerment Program. Partner organizations bring in certain expertise that CARE does not have in-house. Working with civil society partners also allows us to contribute to a strong and independent civil society in Burundi and to bring interventions to scale. Our joint voice is stronger, adding to our capacity to effectively advocate for our impact group members’ rights. Working with private sector partners will contribute to the development of pro-poor products, and will help impact group members to access the private sector. Academic or knowledge partnerships allow through joint research to better understand context or the impact of our programming.

It is in this context, to support the CARE 2020 ambitions and to ensure effective programs that this partnership strategy has been written.

## CARE Burundi’s Partnership Vision

CARE Burundi vision on partnership is the following:

**By 2025, CARE and its partners from civil society, private and public sector maintain equitable and transparent relationships. Together, we form a strong alliance and demonstrate significant impact in ending poverty and in defending women’s and vulnerable children’s dignity.**

## Being a partner of choice

CARE International’s Vision Statement is:

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakable commitment to the dignity of people.

Based on discussions with partners, CARE Burundicommits to ‘being a partner of choice’ by adhering to the following:

* **Respecting our partners and working in equity.**

To be a partner of choice, CARE Burundi will value and respect its partner organizations’ visions, missions and values. We will recognize partners’ strengths and be open to be influenced by our partners. The partnership will be designed on the basis of equity, whereby each partner has the room to be the organization it aspires to be. CARE Burundi will take into account its partners’ approaches, procedures and calendar, and at all times respect the formal and informal agreements made. Partners will be included in key processes and decision making that inform the partnership but also CARE Burundi’s strategic development.

* **Creating a relationship of trust and ensuring open and honest collaboration.**

CARE Burundi sees trust as a very important basis of a successful partnership, and we aim to gain our partners’ trust by ensuring regular and transparent communication at all levels of the organization, by respecting each partners’ responsibilities and by being trustworthy in interpersonal relationships.

* **Bringing in added value.**

CARE Burundi has been able to develop, test and implement a number of programmatic models. Bringing in added value to a partnership means being willing and able to transfer these models to our partners, while focusing ourselves on innovation, capacity development, advocacy, impact measurement and knowledge management. It also includes ensuring that our programs efficiently work towards sustainable changes for CARE Burundi’s impact groups (vulnerable women and orphans and vulnerable children), and contribute to the Government of Burundi’s policies.

Focusing on our added value, respecting partners’ strengths and identify and respect clear roles for each partner will allow to create synergy that leads to increased effectiveness and efficiency.

* **Being committed to mutual learning**

Recognizing the strengths of each partner in a partnership, CARE Burundi wants to learn from its partners as well as contribute to their learning. We will adhere to a culture of impact measurement and knowledge management to enable this.

Whenever partners are Burundi organizations that are in need of strengthening, we will commit to building their capacity at the technical, organizational and institutional level based on each partner’s specific needs. This capacity building will specifically take into account partners’ future roles, looking at e.g. leadership, fundraising and the capability to adapt to changes.

* **Being committed to sustainable partnerships**

While previous relationships with other civil society organizations have often been relatively short-term, as they were for example centered around the implementation of a certain project, CARE Burundi wants to move towards long-term, sustainable partnerships based on our program approach. To be able to do so, we will commit a limited number of key partnerships, allowing us to invest sufficiently in each of these partnerships. Furthermore, CARE Burundi should remain an organization with a good reputation and good relations, and as such ensure a continued minimum level of resources and visibility.

* **Applying good governance**

In all its work, CARE Burundi is committed to respect the principles of good governance. Specifically relevant to partnerships, this includes being transparent and accountable to our partners, our impact groups, our donors and others we work with. We will encourage self-evaluation and peer evaluation to strengthen our effectiveness and efficiency.

# 4. Strengths and Challenges for Working in Partnership

In order to translate CARE Burundi’s Partnership Vision to action, an analysis of the partnership context (within and outside CARE Burundi) has been made. This analysis will inform what to do in order realize the vision as described above. The below section shows what strengths there are to build on, and what challenges to address.

## Internal to CARE Burundi

Strengths – ‘CARE 2020’ and CARE Burundi’s Partnership Vision display CARE’s clear commitment to working in partnership. There is a strong willingness to evaluate the way we have worked in partnership so far and do what is necessary to become a partner of choice. CARE Burundi feels it that through its strong programs, its well-tested modelsand ample experience, it has real added value to offer. On top of this, we are continuously innovating and working to build our base of evidence that informs our work. CARE Burundi has a good reputation.Its being part of CARE International, with its regional and global presence, allows CARE Burundi to tap into a vast knowledge network, and makes it a strong advocacy partner. Its human, financial and material resources allow it to be a long-term, sustainable partner.

Challenges – At the same time, challenges to become a real partner of choice to exist.In the recent past, CARE Burundi still had a large role in the direct implementation of its programs, and worked mainly with short-term implementing partners and sub-contractors. First of all, a shift has to be made in terms of organizational culture as well as procedures that are currently more geared towards transactional relationships with other actors rather than at longer term and equal partnerships.

In addition to the change in how CARE Burundi works with partners (from a transactional to an equal relationships), it wishes to change which partners it works with. Current partnerships are focused on national and international NGOs, but a wealth of other potential partners remains so far relatively unexplored. These partners include research institutions, governmental institutions, private sector actors, community-level civil society organizations, and media. These kinds of partnerships will allow CARE Burundi to have a wider impact, for example through national-level advocacy, by increasing access of impact group members to certain private sector services (such as financial services) and through an increased mutual learning with more diverse partners.

Lastly, CARE Burundi recognizes a need for increased knowledge management with partners. This will allow more efficient joint learning between CARE and its partners. An example is the sharing of CARE Burundi’s well-tested programmatic models, which can be taken up by partners for large-scale replication. Systems for capturing, managing, sharing and supporting the implementation of these models are needed to allow this scale-up to happen more systematically.

## External to CARE Burundi

Historically, CARE Burundi has had a tendency to establish partnerships with civil society organizations. As our way of working in partnership changes, new types of partnerships are being explored, i.e. with government institutions, with private sector actors and with research institutions. The below analysis however focuses on civil society, as this is where our current knowledge is.CARE Burundi will invest in an increased understanding of the partnership context at the level of public and private sector, in order to be able to engage more efficiently with potential partners from these sectors.

Strengths – Burundi has a diverse and vibrant civil society. There are a significant number of organizations that are clearly committed to the development of the country, including vulnerable women and OVC, CARE Burundi’s impact groups. While still suffering from its post-conflict setting, civil society organizations are getting stronger. This trend allows CARE to increasingly shift responsibilities for duplication of programmatic models, while focusing on its role of catalyst and capacity builder. In addition, donors are more and more often supportive of working in partnership, recognizing the added value that partners bring to projects’ quality, but also the importance of partnership to building a strong and independent civil society in Burundi.

Challenges – Generally, Burundi’s civil society is still young. Despite positive developments indicated above, many challenges remain. Lack of financial resources lead to a lack of sustainability for some organizations, and to the adoption of a “follow-the-donor” coping mechanism for others.The internal organization (governance, administration, finance) and infrastructure tend to be weak, and qualified staff is difficult to find, which limits organizations in their effectiveness.

The stronger and more visible organizations tend to be based in Bujumbura, but their relationships with their constituency in the country need to be strengthened. On the other hand, those organizations that are located in the provinces and are closer to their members and beneficiaries tend to suffer more from a lack of visibility, difficult access to donors and a subsequent lack of finances, and low availability of qualified staff.

The relationship between government and civil society tends to be a difficult one. When civil society organizations are involved in for example service delivery or construction, the relationship can be good. However, when they play a watchdog role or denounce human rights abuses, the relationship with the government often deteriorates significantly, to a level where it becomes difficult for the CSO to function. CIVICUS’ Enabling Environment Index has classified Burundi as the 4th worst country in the world when it comes to the enabling environment for civil society.[[6]](#footnote-6)

# 5. Strategic Directions

CARE Burundi has identified three strategic directions that it will work on in the near future in order to become a partner of choice and improve the quality of its partnerships. The strategic directions are formulated as follows:

### Strategic direction 1: To reinforce the organizational culture, the policies and the systems that are required in order to work effectively in partnership and build civil society partners’ capacity for them to become strong and stable organizations that contribute to a vibrant civil society.

Although clear commitment to work increasingly in partnership exists in CARE Burundi, it takes time for a supporting organizational culture to develop, and for policies and systems to be adapted to a changing reality. Currently, our ways of working (both our formal policies and systems as well as our informal ways of doing things) are still too much geared towards working with sub-contractors and sub-grantees.

Changing this means working at two levels:

* The level of policies and systems. This level is more tangible and therefore easier to address. Actions include a thorough review of current policies and systems to identify their strengths and weaknesses, adapt and/or create new policies or systems as necessary. Potential partners and actual partners will be involved in this process. Regular evaluation of policies and systems and their implementation will help ensure quality and continuous adaptation to changing realities.
* The level of organizational culture. This includes but is not limited to the adoption and implementation of the revised policies and systems. It includes an internalization of a new way of thinking, a personal conviction among staff of our approach to partnership. This affects processes of decision making (involving partners in strategic decisions related to the area of the partnership), communication (upholding the principles of equity and transparency), capacity building (looking at partners’ broader needs rather than at direct needs related to their role in a project), knowledge management (encouraging sharing of knowledge and reciprocal learning), etc.

Action include reflection sessions in different groups (with and without partners), identification and strengthening of key competencies among staff who are directly involved in working in partnership, and the inclusion of upholding a partnership culture in staff appraisals for relevant positions.

Although CARE Burundi is already engaged in capacity building of its partners, the process tends to be geared towards the implementation of the specific project that the partner is involved in, and not towards the broader well-functioning of the partner. Late 2013, CARE Burundi has started a ‘partnership institutional strengthening process’, committing to building partners’ capacities according to their specific needs in the following domains:

* Leadership
* Accountability
* Empowerment of and support to local groups/social movement
* Confidence and repect
* Knowledge management
* Mobilizing funds

Indicators of success for strategic direction 1 include:

* By 2016, relevant policies and systems have been adapted and are reflected in an updated partnership manual;
* By 2017, competencies for partnership have been identified for key positions, and the staff in these positions have been strengthened and positively evaluated on these competencies;
* Partners positively evaluate CARE Burundi’s partnering policies, systems and culture;
* Partners demonstrate significant improvement in terms of organizational, technical and financial management capacities.

Strategic direction 2: To reinforce knowledge management with partners, with the objective to ***learn together to be truly gender transformative, to build on existing knowledge to successfully scale up models, to jointly engage in evidence-based advocacy, and to contribute to increased governance.***

CARE Burundi has over the years that it has been working in Burundi developed a rich base of knowledge. Nevertheless, much of this knowledge is implicit, and we do not necessarily have the habit of sharing it efficiently with others. Reinforcing knowledge management with partners will strengthen our partners, our partnerships as well as our own organization, as it will help us to use our own knowledge more efficiently but also tap into the knowledge of our partners and as such make better use of our complementarities.

In order to do so, CARE Burundi will establish its knowledge management system, including a clear focus on knowledge management with partners.

Indicators of success for strategic direction 2 include:

* CARE Burundi’s knowledge management system fully developed and operational;
* An increase in mutual learning with partners, and across the full breadth of shared interest between CARE and the partner.

Strategic direction 3: To develop CARE Burundi’s capacity to ***strengthen partnership with public sector and*** develop partnerships with ‘new’ kinds ***of partners, i.e. research institutes and private sector.***

CARE Burundi recognizes the need to work with new kinds of partners, who can bring specific added value to our work. Our relationships with public sector are still rather traditional – focused on coordination, accountability and advocacy. We want to make stronger use of our good relationships and ensure that we get the most out of our combined efforts, e.g. by allocating a larger role to local government in our project proposals. Our relationships with potential private and research partners are still weak. There is a need to create a better understanding of both the landscape of potential new partners in Burundi and the way we can most efficiently work together, through analysis and consultation with other CARE Country Offices or other NGOs who have more experience in partnering with research institutes and private sector. Interesting private sector partner that CARE Burundi aims to work with are for example micro-finance institutions, providers of micro-insurance and those private sector actors that deliver products interesting to VSLA members, such as improved cooking stoves or solar lamps. Direct contact between VSLAs and these private sector actors can - if the conditions of a favorable environment are created and the interests of CARE’s impact group members protected - allow VSLA members to save household expenses and/or invest in their income generating activities, while for the private sector actors, this contact allows them to serve the hard to reach ‘bottom of the pyramid’ segment of the market.

Indicators of success for strategic direction 3 include:

* Increased and explicit understanding of the potentials and challenges of partnering with research institutes and private sector;
* By 2016, at least one promising partnership with a research institute has been established, and one with a private sector actor.

Strategic direction 4: ***To reinforce horizontal and triangular partnerships among partners (i.e. partnerships within and across sectors, without CARE Burundi necessarily initiating or even being part of the partnership).***

CARE Burundi believes that Burundi’s civil society as a whole could operate more effectively if CSOs operate more often in partnership. Therefore, CARE Burundi is committed to not only strengthen its partnerships with CSOs, but also strengthen partnerships among CSOs, including strengthening their capacities for partnering.

Two key steps will be taken in order to do so. First, for those partners to whom CARE provides capacity building as part of the partnership, the topic of ‘partnering and networking’ will be included as an additional area. This will build individual partners’ capacities to function in a network. Secondly, CARE will gauge interest among partners working in similar thematic areas to partner with each other, and bring these partners together. Although CARE expects to facilitate the partnership in first instance, it will hand over as much as responsibilities as possible to the other members. Over time, the focus will shift to bringing in other kinds of partners, as referred to under strategic direction 3.

In addition to the above, CARE wants to contribute to a more enabling environment for civil society, by advocating for civil society space, and building capacity of civil society organizations to do the same and to develop a positive working relationship with the government.

Indicators of success for strategic direction 4 include:

* By 2016, in at least 2 thematic areas (e.g. economic empowerment of women, governance, sexual & reproductive rights, GBV, education, climate change), CARE partners are successfully working in partnership with each other outside of CARE initiated partnerships.
* Partner have shown increased capacity to assess existing space civil society, make efficient use of this space, and advocate for an increase of this space (together with CARE or independently).

***Strategic direction 5: To partner with and reinforce network of groups of project participants (e.g : Nawe Nuze, Abatangamuco, Peace Clubs…) who are developing initiatives that aim at taking forward Empowering vulnerable women and OVC, and allow these groups to become sustainable and active civil society actors.***

As a result of its programs, CARE Burundi has seen the development of community-based initiatives that aim at the improvement of the lives of vulnerable women and OVC. Some of these initiatives are directly initiated by the program, with the objective to remain active after the program. An example is the Peace Clubs, whose creation was facilitated by CARE and partners, and who continue to contribute to conflict resolution in their communities. Other initiatives are initiated by the participants themselves, usually from a will to help others to experience the same change that they have gone through. These include for example the clubs of Abatangamuco that were self-created in some of the areas where CARE Burundi and its partners had worked on engaging men in women’s empowerment. Another example is the VSL group who are now emerging as social movement.

CARE wants to explore ways in which it can partner and support these groups to continue to work towards their objectives. This strategic direction aims to specifically support groups that have an objective that is broader than advancing the own members, but that rather focuses on helping fellow community members and increase governance at all levels. This will not always and everywhere be possible. Rather than ‘forcing’ such initiatives upon communities, CARE and its partners aim to identify potential and build upon that so that it can allow these groups to become sustainable and active civil society members.

The indicators of success for strategic direction 5 are:

* By June 2014, CARE has developed a toolkit for the support of Abatangamuco and Peace Clubs;
* CARE and partners regularly (at least annually) share success stories of community initiatives that are strengthened and as a result independently support CARE’s objective of empowering vulnerable women and OVC in their respective communities.

# 6. Performance Measurement and Learning

CARE Burundi will at least annually measure its performance in light of this partnership strategy. We will do so by measuring and documenting progress towards the above mentioned indicators. The below table indicates what progress for each indicator means and, where relevant, how it will be measured:

|  |  |
| --- | --- |
| **Indicator** | **What progress looks like:** |
| Relevant policies and systems have been adapted and are reflected in an updated partnership manual. | * The availability of an updated partnership manual.
* Memorandums of Understanding with partners reflect the partnership principles as described in this partnership strategy.
 |
| For key positions, competencies for partnership have been identified, and the staff in these positions have been strengthened and positively evaluated on these competencies. | * HR manual includes key competencies for effectively working in partnership, including a description of each competency and ways to strengthen the competency if needed;
* ‘Key positions’ for effective partnership have been identified;
* Updated job descriptions for key positions include competencies and capacities that are important for effective partnership, key partners have been able to input on this list of competencies and capacities;
* Annual evaluations of staff in key positions show that they have improved on relevant competencies and capacities.
 |
| Partners positively evaluate CARE Burundi’s partnering policies, systems and culture. | * Through a ‘Community Scorecard’ approach, partners will be asked to rate CARE Burundi’s partnering policies, systems and culture. Indicators will be based on the partnership principles and ‘partner-of-choice’ characteristics, but can be added on by partners as relevant.

Progress will be shown by an increasing number of indicators that receive high grades from partners.* In addition CARE will initiate an ‘appreciative inquiry’ process to explore together with partners the strengths of partnership and how further to build on them. Like the Scorecard, this will be use for evaluation – as the changes in appreciation over time will show whether we are developing in the right direction – as well as for further planning.
 |
| Partners demonstrate significant improvement in terms of organizational, technical and financial management capacities. | * Partners’ increasingly positive results in capacity assessments;
* For operational partnerships: Increased quality of narrative and financial reports, showing in a decreased quantity of feedback before approving a report;
* Partners have increased their diversity of financial resources;
* For operational partnerships: Partners take larger responsibility for amongst others planning, M&E and donor correspondence in project implementation.
 |
| CARE Burundi’s knowledge management system fully developed and operational. | * The document describing the system exists and makes reference to how it can be used in the context of partnerships;
* People in key positions actively make use of the knowledge management system to facilitate mutual learning with partners.
 |
| An increase in mutual learning with partners, and across the full breadth of shared interest between CARE and the partner.  | * CARE Burundi can clearly identify best practices that are incorporated in a certain project, approach or program that origin from learning with one or more of its partners;
* Partners can clearly identify best practices that are incorporated in a certain project, approach or program that origin from learning with CARE.
 |
| Increased and explicit understanding of the potentials and challenges of partnering with research institutes and private sector. | * Potential private sector and research partners have been identified by CARE (or have contacted CARE to express their interest in partnering), with whom CARE shares its vision and who are interested in potential cooperation;
* CARE Burundi has collected experiences and lessons learnt from other NGOs who have positive experience in partnering with private sector and/or research institutions in Burundi
 |
| By 2016, at least one promising partnership with a research institute has been established, and one with a private sector actor.  | * Partnership statements have been signed, or constructive conversations towards this are underway;
* The partnership is being implemented successfully according to both parties. This will be measured through regular informal discussions and annual evaluation events.
 |
| By 2016, in at least 2 thematic areas (e.g. economic empowerment of women, governance, sexual & reproductive rights, GBV, education, climate change), CARE partners are successfully working in partnership with each other outside of CARE initiated partnerships. | * Partnerships are positively evaluated by their members;
* Partnerships have lead to concrete, joint activities by partners, such as joint advocacy or the joint implementation of a study.
 |
| By June 2014, CARE has developed a toolkit for the support of Abatangamuco and Peace Clubs | * The toolkits are available and widely shared.
 |
| CARE and partners regularly (at least annually) share success stories of community initiatives that are strengthened and as a result independently support CARE’s objective of empowering vulnerable women and OVC in their respective communities | * Examples of success stories are easy to find;
* Success stories are written and shared.
 |

CARE Burundi recognizes that changing the way we approach partnership is a continuous journey and that we need to increase our related knowledge and skills to be a true partner of choice. Every year, when progress towards the above indicators will be measured, CARE will organize a learning event with partners, where best practices and remaining challenges will be discussed and documented. CARE will equally look out for other learning opportunities, such as exchange with other international NGOs that have a similar vision on partnership. In addition, CARE will encourage individual staff to include objectives related to partnership in their personal development plans.

#

# 7. Implementation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activity** | **FY14 (Q4)** | **FY15** | **FY16** | **Responsible** | **Appui** |
| **Strategic direction 1: To reinforce the organizational culture, the policies and the systems that are required in order to work effectively in partnership and build civil society partners’ capacity for them to become strong and stable organizations that contribute to a vibrant civil society** |
| Hold discussion within CARE Burundi as well as with staff to foster increased understanding of CARE’s new partnership approach and its implication of people’s jobs  |  |  |  |  |  |  |  |  |  | KM & Partnership Coordinator | Direction, RH, NPC, Team Leaders, DAF |
| Update the HR manual, including key competencies for working in partnership. Identify which positions in the organogram are key to working partnership, and update the JDs for these positions to reflect the new partnership approach and for relevant positions, include partnership work in annual performance evaluations. |  |  |  |  |  |  |  |  |  | DAF | Direction, RH, NPC, Team Leaders |
| Analyze to what extent CARE’s partnership manual does not reflect the new partnership approach and revise the manual accordingly, with the contribution of partners |  |  |  |  |  |  |  |  |  | KM & Partnership Coordinator | Grant & Contrat Officer, NPC, Team Leaders, Internal Auditor |
| Elaborate and sign Memorandum of Understanding that reflects the principles and standards of effective partnership (including standard for effective partnership) |  |  |  |  |  |  |  |  |  | KM | PQLD, NPC, Team LeadersPartners - APRODEM |
| Strengthen the community of partnership understanding of the revised manual and MoU put in place |  |  |  |  |  |  |  |  |  | Team Leaders | KM,  |
| Conduct regular self-evaluation sessions on effective partnership during planning session, review meetings  |  |  |  |  |  |  |  |  |  | NPC | Team LeadersArea CoordinatorProgram Quality team |
| Support the initiatives/action identified as necessary to be undertaken for effective partnership for Civil Society strengthening  |  |  |  |  |  |  |  |  |  | KM & Partnership Coordinator | PQLD,NPC/Team Leaders & Area CoordinatorFinances & Administration |
| Organize a decentralized, participative evaluation to identify partners’ needs for capacity building in financial management, asset management, HR etc.  |  |  |  |  |  |  |  |  |  | Grants Managers | Auditeur, Administration & Finances |
| Mobilize – jointly with partners – funds for effective partnership initiative/consortiums activities |  |  |  |  |  |  |  |  |  | PQLD | NPCPartnership Coordinator  |
| Participate in regional, international CARE initiative toward effective partnership (Ex ECARMU Effective Partnership Initiative) |  |  |  |  |  |  |  |  |  |  |  |
| Conduct community scorecard with partners to evaluate to what extent CARE has been successful in adopting its new partnership approach (including the implementation of new policies and adopting a changed culture).  |  |  |  |  |  |  |  |  |  |  |  |
| **Strategic direction 2:** To reinforce knowledge management with partners, with the objective to**learntogether to be truly gender transformative, to build on existing knowledge to successfully scale up models, to jointly engage in evidence-based advocacy, and to contribute to increased governance.** |
| Ensure inclusion of joint learning and knowledge sharing with partners in CARE Burundi’s Knowledge Management and Impact System |  |  |  |  |  |  |  |  |  | Learning and Gender AdvisorTeam leaders | PQLD, NPC |
| Strengthen gender transformation capacities and organizational restructuring taking into account gender and equity  |  |  |  |  |  |  |  |  |  | Learning and Gender Advisor | PQLD, NPC KM & Partnership Coordinator, Team Leaders, Team LeadersAdministration & Finances Director.  |
| Put in place a system of systematically documenting lessons learned on approaches and models used in the program either form CARE or from partners (ex : ABATANGAMUCO, VSL, SASA, Peace Clubs, School Clubs, …) |  |  |  |  |  |  |  |  |  | KM & Partnership Coordinator | PQLD, NPC Team Leaders. |
| Organize joint sessions with partners to document lessons learnt around key thematic, models and approaches.  |  |  |  |  |  |  |  |  |  | Learning and Gender Advisor | PQLD, NPC Team Leaders |
| **Strategic direction 3: To develop CARE Burundi’s capacity to strengthen partnership with public sector and develop partnerships with ‘new’ kinds of partners, i.e. research institutions and private sector.** |
| Scooping and Identification of potential private sector partners who are interested in corporate social responsibility and develop pro poor products (financial products, use of technology,..) |  |  |  |  |  |  |  |  |  | VSL Advisor | Direction, PQLD, K&M and Partnership Coordinator |
| Discuss possible partnerships with potential private sector partners and if identified, develop and implement MoU |  |  |  |  |  |  |  |  |  | VSL Advisor | Direction, PQLD, K&M and Partnership Coordinator, NPC/team leaders |
| Organize exchange visits for CARE and representative of private sector in other countries where private sector engagement is advanced.  |  |  |  |  |  |  |  |  |  | , K&M and Partnership Coordinator | Direction, PQLD, K&M and Partnership Coordinator, NPC/team leaders |
| Connect the IG with different actors to help them to create innovative products ( Chaînes de valeurs- CNTA , Kazoza Art, fours améliorés avec PASS)  |  |  |  |  |  |  |  |  |  | Entrepreneurship Officer | Direction, PQLD, VSL Advisor, K&M and Partnership Coordinator, NPC/team leaders |
| Identify research institutions that could be interested in partnering with CARE and that work in domains of research that CARE could benefit from |  |  |  |  |  |  |  |  |  | K&M and Partnership Coordinator | Direction, PQLD, Learning and Gender Officer, NPC/team leaders |
| Identify joint research topics with selected research institutions and develop an MoU |  |  |  |  |  |  |  |  |  | K&M and Partnership Coordinator | Direction, PQLD, Learning and Gender Officer, NPC/team leaders |
| Identify and Follow up existing new kinds of partnerships based on the partnership cycle (Scoping & Building, Managing & Maintaining, Review & Revising, Sustaining Outcome) : Global Health Corps, Segal Family Foundation, Private Sector, … (see partnership cycle in the section below |  |  |  |  |  |  |  |  |  | K&M and Partnership Coordinator | Direction, PQLD, Learning and Gender Officer, NPC/team leaders |
| **Strategic direction 4: To reinforce horizontal and triangular partnerships among partners (i.e. partnerships within and across sectors, without CARE Burundi necessarily initiating or even being part of the partnership).** |
| Facilitate the set-up of thematic networks between partners |  |  |  |  |  |  |  |  |  | NPC/Team Leaders | Direction, PQLD, Learning and Gender Officer |
| Support the functioning of thematic networks : networking, strengthening their advocacy capacities (policy analyses and advocacy initiatives |  |  |  |  |  |  |  |  |  | Advocacy & Communication Officer | Direction, PQLD, L NPC/Team Leaders  |
| Facilitate the linkage of partners with regional and international thematic networks |  |  |  |  |  |  |  |  |  | Advocacy & Communication | Direction, PQLD, L NPC/Team Leaders |
| Advocate within the existing network for more space for civil society space with government |  |  |  |  |  |  |  |  |  | Advocacy & Communication | Direction, PQLD, L NPC/Team Leaders |
| **Strategic direction 5: To partner with and reinforce network of groups of project participants (e.g : Nawe Nuze, Abatangamuco, Peace Clubs…) who are developing initiatives that aim at taking forward Empowering vulnerable women and OVC, and allow these groups to become sustainable and active civil society actors.** |
| Identify and document success stories of network of community structures/initiatives that support the empowerment of vulnerable women and OVC and local governance and sustainability of CARE and partners programs.  |  |  |  |  |  |  |  |  |  | Learning & Gender Advisor, Team Leaders | Direction, PQLD, L NPC/Team Leaders |
| Evaluate and support these promising community structures and network so that they can be active sustained civil society organizations (including in local governance)  |  |  |  |  |  |  |  |  |  | Advocacy & Communication Officer | Direction, PQLD, L NPC/Team Leaders, KM & Partnership coordinator.  |
| Strengthen the linkage between grass root civil society organizations and civil society organization at all level for evidence based advocacy.  |  |  |  |  |  |  |  |  |  | Advocacy & Communication Officer | Direction, PQLD, L NPC/Team Leaders, KM & Partnership coordinator.  |

# 8. Partnership Cycle

1. CARE International, P-shift Glossary of Terms, [http://p-shift.care2share.wikispaces.net/Glossary+of+Terms](http://p-shift.care2share.wikispaces.net/Glossary%2Bof%2BTerms), cited 28 March 2013. [↑](#footnote-ref-1)
2. CARE International, Programmatic Approach at CARE, [http://p-shift.care2share.wikispaces.net/What+is+a+Program%3F](http://p-shift.care2share.wikispaces.net/What%2Bis%2Ba%2BProgram%3F), cited 26 March 2013 [↑](#footnote-ref-2)
3. CARE Burundi’s Village Savings and Loans Model [↑](#footnote-ref-3)
4. CARE International (no year), CARE 2020 (Version 2) [↑](#footnote-ref-4)
5. CARE Burundi (2012), CARE Burundi CPR findings and recommendations [↑](#footnote-ref-5)
6. CIVICUS (2013), Enabling Environment Index [↑](#footnote-ref-6)