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| Template 08 - [DD/MM/YYYY] |
| Partner capacity assessment FRAMEWORK |

[Use this annex as inspiration for the partner capacity assessment. I.e., the questionnaire does not need to be followed chronologically, but can be used as a starting point and inspiration for the partner dialogue. Delete this after having filled out the framework.]

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| 1. **Scoring reference**

| **Latent** | **Emergent** | **Moderate** | **Self-sufficient** |
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| Has not addressed this and does not have any plans at present to address this. | Is aware of the need to address this and has concrete plans to do so in the near future. | Is in the process of addressing this or has addressed it and is waiting for endorsement. | This has been addressed or is available, is fully endorsed and ready for implementation or other action. |

1. **Approach – how to guide the discussion:**
2. Read the statement. Ask them: Is this true? How does this relate to your context?

Ask them to consider the response statements above to position their feedback in one of the scoring columns. Place an “X” in the column that they feel most represents their reality today.1. For each answer (unless it is a SS answer) ask the following questions:
	1. “Why did you answer this way? How would you describe the current situation?”
	2. “What would need to happen for this to change so you could score it better 2-3+ years from now?”
	3. “What do you think would be the first step to make this happen?”

Take detailed notes as you discuss with Partners, as this narrative will drive the plan of action that will emerge. |

1 Policy and regulatory space

| **1.1 Sector-specific (umbrella or institutional) instrument** | L | E | M | SS |
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| 1. The Partner has an institutional regulatory instrument (policy or strategy as relevant) that clearly outlines its commitment to advance sector objectives, priority areas and targets.
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| 1. The Partner has clearly defined institutional and organisational unit areas of work, contributions and responsibilities in relation to identified stated objectives.
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| 1. The Partner has clearly defined how environmental sustainability is relevant to its portfolio and commits to uphold relevant green objectives as per national policies/plans.
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| **1.2 Multi-sectoral policy coherence** |  |  |  |  |
| 1. The Partner has reviewed – with relevant public sector actors – a range of relevant sector-specific policies and action plans to identify opportunities for policy coherence.
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| 1. The Partner has signed a joint multi-year work plan with the identified public sector actors to advance sector objectives and targets.
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| **1.3 Partnerships management** |  |  |  |  |
| 1. The Partner commits to engaging with private sector and other non-state actors (e.g. civil society, academia, media, etc.) to advance longer-term sector goals.
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| 1. The Partner frequently and continuously engages in relevant international and/or regional for a which lead to changes in behaviours and/or practices.
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2 Institutional effectiveness and accountability

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| **2.1 Institutional mandate and recognition** | L | E | M | SS |
| 1. The Partner is formally recognised by all key players and how it will fulfil its mandate in relation to advancing sector objectives is clearly understood.
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| 1. The Partner has widespread convening power and can spearhead dialogue and action related to advancing sector objectives across key players at all levels (as needed).
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| 1. The Partner is recognised by key sector players as the partner of choice for advice on integrating key sector issues into other policies and programmes.
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| **2.2 Coordination and accountability** |  |  |  |  |
| 1. The Partner is part of a multi-sectoral coordination mechanism (e.g., interministerial committee, task force, working group, etc.) that is critical to advancing sector objectives.
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| 1. The Partner is the Chair and/or holds an equivalent leadership/convenor role in the formal coordination mechanism.
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| 1. The coordination mechanism is functional at national, sub-national and local levels, enabling effective decentralised coordination.
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| **2.3 Communications and information dissemination** |  |  |  |  |
| 1. The Partner disseminates information through a wide range of formal, informal and traditional communication channels e.g., print and digital media, TV, radio, newspapers, gazettes, mobile networks, public facilities and boards, internet and social media etc.
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| 1. Information regularly and consistently reaches national, sub-national and local levels; special efforts are made for hard-to-reach/remote areas.
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| 1. Information is available in one or more official or non-official languages, main local dialects and main foreign languages spoken by potential target audiences.
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| 1. Information is also communicated in simplified and popularized versions using layman’s language, terms, examples and expressions to facilitate uptake and understanding.
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| **2.4 Process optimisation** |  |  |  |  |
| 1. The Partner has mapped its full digital ecosystem and identified opportunities to optimise digital processes and system to support its work to advance sector objectives.
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| 1. The Partner has researched and defined clear procedures to guide the controlled integration of Artificial Intelligence in its digital solutions.
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| 1. The Partner has established clear and comprehensive quality assurance and due diligence procedures to be followed for it digitalisation efforts to support its portfolio.
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| **2.5 Evidence-based approach** |  |  |  |  |
| 1. The Partner has endorsed an organisation-wide Monitoring, Evaluation, Research and Learning (MERL) strategy to track performance in terms of effectiveness, efficiency, economy and equity and longer-term impact on advancing sector objectives.
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| 1. The Partner has established an integrated, digital MERL information management system that consolidates MERL data and information from across the organisation at all levels.
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| 1. The Partner’s MERL methodologies systematically gather snapshot data and contribute to strengthening historical data collection.
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| 1. The Partner’s MERL methodologies integrate and leverage international and regional benchmarking practices to facilitate comparative data analysis and decision-making.
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| **2.6 Assets, platforms and infrastructure** | L | E | M | SS |
| 1. The Partner has operational management and maintenance procedures in place at all levels that ensure optimum performance against key standards, including environmental and workplace health and safety.
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| 1. The Partner has an updated multi-year asset and infrastructure maintenance and modernisation budget for items in inventory that informs prioritisation and scheduling.
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| 1. The Partner ensures essential assets and infrastructure are optimally positioned across the national territory, as per findings from recent and detailed end user needs analyses.
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| 1. The Partner regularly investigates and adopts new asset management technologies, tools and practices to enhance efficiency and reduce emissions and energy consumption.
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3 Strategic planning and financing

| **3.1 Value proposition** | L | E | M | SS |
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| 1. There is clear political will and commitment to see the sector agenda fully implemented; it is widespread and multi-sectoral.
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| 1. Partner leadership has a solid understanding of the value proposition of investing in it across the national territory, at all levels (as relevant).
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| 1. Partner leadership support is clearly and explicitly communicated downstream to decentralised structures and local government.
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| **3.2 Strategic planning** |  |  |  |  |
| 1. The Partner has completed a full mapping of its service offering and identified opportunities for strategic and operational business process optimisation.
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| 1. The Partner has a comprehensive costed implementation plan that reflects gender-responsive budgeting (as relevant) and needs from all levels of the organisation.
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| **3.3 Sustainable financing** |  |  |  |  |
| 1. The Partner’s costed implementation plan is fully funded at all levels, through national budget lines, different sectors, partners or non-state actors.
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| 1. The Partner has a wide network of other partners can supply – or contribute – required human, financial and other resources.
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| **3.4 Risk Management** |  |  |  |  |
| 1. The Partner has endorsed a Risk Management policy or strategy with a risk register that captures contextual, institutional and programmatic risks.
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| 1. The Partner has articulated clear criteria, protocols and operational guidelines and tools to shape risk management in times of crisis so it remains agile, relevant and responsive.
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| **3.5 Financial management systems** |  |  |  |  |
| 1. All necessary funds for implementation are disbursed to national, sub-national and local levels in a timely, effective and accountable/transparent manner.
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| 1. Systems allow users to record real-time expenditures and generate accurate disbursement and expenditure reports.
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| 1. Users at all levels have the capacity to carry out accurate analysis of budgets versus actuals and do so regularly.
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4 Stakeholder service/programme design and delivery

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| **4.1 Service/programme design** | L | E | M | SS |
| 1. The Partner has formalised its commitment to using customer-centric design principles in its service design and delivery (and inclusivity and gender transformative design).
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| 1. The Partner has developed clear procedures and technical guidance to support all units in adopting customer-centric design principles in service design and delivery.
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| 1. The Partner has articulated clear guidelines, tools and examples to guide customer-centric service design in times of crisis.
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| 1. The Partner clearly articulates the role and contribution of private sector and other non-state actors (e.g. civil society, academia, media, etc.) in its service design and delivery.
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| 1. The Partner ensures any processes that capture beneficiary data are properly digitised and data are safe and secured in line with prevailing data protection regulations.
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| 1. The Partner ensures data are synchronised with relevant data from other services or other relevant services/programmes at all levels, across the board.
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| 1. The Partner uses MERL methodologies that define proper performance indicators, baselines, targets and means of verification to assess customer satisfaction and user experiences.
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| **4.2 Service/programme delivery** |  |  |  |  |
| 1. The Partner has evidence to confirm that all identified target groups – including the most vulnerable - receive what they are entitled to.
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| 1. Critical implementation capacity gaps (technical, functional and contextual) previously identified have been – or are being – systematically addressed at all levels.
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| 1. Partner procurement standards and procedures are clearly documented, streamlined and digitized.
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| 1. The Partner has a list of approved national, regional and/or international suppliers for the standard essential items required for effective implementation (as applicable).
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| 1. Where relevant, critical information on third-party goods and service provision is communicated to affected populations through diverse and accessible channels.
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| **4.3 Partner service/programme implementation capacity** |  |  |  |  |
| 1. The Partner has a critical mass of employees in-house with the knowledge, guidance and equipment to be efficient and accountable and is not vulnerable to low staff retention.
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| 1. Partner employees at all levels sufficiently digitally literate to use digital systems and devices properly and they use them regularly as integral tools for their daily operations.
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| 1. Relevant and comprehensive guidelines/national standards are available at all levels to guide service/programme employees and are easily accessible and easy to understand.
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| **4.4 Accountability and grievance management** |  |  |  |  |
| 1. The Partner has a comprehensive Grievance Management Strategy or approach that is accompanied by clear operational guidelines and systems.
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| 1. The Partner has clear criteria, protocols and operational guidelines and tools to shape grievance management in times of crisis so it remains agile, relevant and responsive.
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| 1. The Partner has a comprehensive Monitoring, Evaluation, Research and Learning (MERL) strategy to assess performance of the grievance management system.
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| 1. The Partner integrates appropriate ways of handling community and individual concerns, particularly those of vulnerable groups, and ensures complainants are protected.
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| 1. The Partner protects all end-user or target audiences from retribution and does not impede access to other remedies.
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5 Engagement of other actors

| **5.1 In service/programme design** | L | E | M | SS |
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| 1. All other actors (civil society, communities, private sector, etc.) engage and participate in service design and spearhead advocacy efforts to raise public awareness of them.
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| 1. Formal and transparent mechanisms for dialogue with civil society and community and their participation in monitoring and feedback are in place and functional at all levels.
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| **5.2 In service/programme delivery** |  |  |  |  |
| 1. Civil society, private sector and communities actively engage, support and contribute to service implementation at all levels.
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| 1. Performance indicators chosen by stakeholders to assess the effectiveness of the service are used to measure performance.
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| **5.3 Research, development and innovation** |  |  |  |  |
| 1. The Partner has documented a clear institutional position on using research, development and innovation to strengthen its contribution to advancing sector objectives.
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| 1. The Partner has a research plan that has identified specific traditional, emerging and innovative research topics for investigation in relation to advancing sector objectives.
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| 1. The Partner has established partnerships with a range of credible academic and/or third-party research institutions that can support its research agenda.
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| 1. The Partner has established a mechanism or channel through which it can engage – and is engaging – in one or more innovation projects (e.g., incentives, accelerators, etc.).
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| **5.4 Sustainable human capital** |  |  |  |  |
| 1. The Partner has established apprenticeships and/or internships with academic and/or vocational institutes and private sector organisations operating in the sector that are accessible to youth and provide on-the-job practical trainings and increase employability.
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| 1. The Partner supports and promotes a collaborative relationship with media in the interests of properly sensitising the public on the agenda at hand.
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