



PARTNERSHIP AND COLLABORATION POLICY



info@py.org.pk, www.py.org.pk



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Approval Statement

Policy Title: Partnership and Collaboration Policy

Policy Code: PY30003003

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Statement of Approval:

The Board of Directors of Peace by Youth (PY) formally approves the adoption and implementation of the Partnership and Collaboration Policy. This policy has been reviewed and endorsed as a key framework for fostering strategic and effective partnerships that amplify PY's impact and align with its mission of youth empowerment, peacebuilding, and socio-economic development.

The Partnership and Collaboration Policy establishes clear principles, objectives, and guidelines for developing, managing, and sustaining partnerships. It emphasizes mutual respect, transparency, accountability, and shared responsibility, ensuring that collaborations are meaningful, ethical, and aligned with PY's values and goals. This policy underscores PY's commitment to leveraging collective strengths to achieve transformative change.

Implementation and Review:

This policy will be communicated to all relevant stakeholders and consistently applied to all partnership initiatives. It will undergo periodic review and updates to maintain alignment with evolving best practices, organizational priorities, and partnership dynamics.

Signatures:

Chairperson, Board of Directors

Name:

Nisar Ahmed



Signature:

Date:

December 10, 2024.

Secretary, Board of Directors

Name:

Hina Jamil



Signature:

Date:

December 10, 2024.

I. INTRODUCTION

A. PURPOSE OF THE POLICY

- This Partnership and Collaboration Policy (the "Policy") provides a strategic framework for Peace by Youth (PY) to develop, manage, and evaluate impactful partnerships that support the organization's mission, vision, and strategic goals.
- The Policy outlines PY's core principles for partnerships, sets standards for the collaboration process, and defines mechanisms for identifying, nurturing, and sustaining mutually beneficial relationships with a diverse range of partners.

B. DEFINITION OF PARTNERSHIP AND COLLABORATION

- For the purposes of this Policy, PY defines the following:
 - **Partnership:** A formal or informal agreement between PY and one or more external entities based on shared interests, complementary strengths, and a commitment to achieving common goals. Partnerships can encompass diverse forms of collaboration, from joint projects to capacity-building initiatives, advocacy campaigns, and resource mobilization.
 - **Collaboration:** The act of working together actively towards a shared goal. Collaboration within partnerships emphasizes active participation, information sharing, and joint decision-making to leverage the distinct contributions of all partners involved.

C. IMPORTANCE OF PARTNERSHIPS FOR PY'S MISSION AND GOALS

- PY recognizes that strategic partnerships are indispensable for achieving its mission of empowering youth, promoting peace and harmony, and fostering sustainable development in Pakistan.
- Partnerships enable PY to:
 - **Extend Reach and Impact:** Expand the scope of interventions and access new communities or target groups beyond PY's sole capacity.
 - **Enhance Expertise:** Complement internal strengths with specialized knowledge, skills, and resources from partners.
 - **Diversify Resources:** Gain access to various types of support, including funding, technical assistance, in-kind resources, and local networks.
 - **Increase Credibility:** Build legitimacy and broaden PY's reputation through the association with well-respected and established partners.
 - **Amplify Advocacy:** Strengthen PY's voice and magnify the impact of advocacy efforts through collective action with like-minded partners.

II. PRINCIPLES OF PARTNERSHIP AND COLLABORATION

PY's partnerships are guided by a deep commitment to the following core principles:

• TRANSPARENCY

- PY maintains open and honest communication with partners throughout the partnership lifecycle.
- Clear disclosure of expectations, objectives, budgets, use of resources, challenges, and outcomes.
- Information shared in an appropriate, timely, and accessible manner to all relevant stakeholders.

• B. MUTUAL BENEFIT

- Partnerships designed to produce clear benefits for PY and its partners, maximizing the collective impact of all parties involved.
 - Recognition that mutual benefit transcends simply financial gain and can encompass access to knowledge, resources, influence, and enhanced reputation.
 - A fair balance of risk sharing along with benefits across partner organizations.
- **C. RESPECT AND EQUALITY**
 - PY values diversity and promotes inclusivity with partners.
 - Active acknowledgement of all partners' unique contributions, regardless of their size, capacity, or origin.
 - Sensitivity to diverse cultural backgrounds and operational contexts, striving for practices that bridge those differences.
- **D. SHARED RESPONSIBILITY**
 - A shared ownership approach in decision-making and partnership activities, aligning with roles and capabilities
 - Collective participation in planning, implementation, monitoring, and evaluating projects
 - Collaborative approach to overcoming obstacles and adapting strategies as needed.
- **E. OPEN COMMUNICATION**
 - Fostering a safe environment for regular and constructive dialogue between partners.
 - Timely and responsive communication channels for addressing feedback, expressing concerns, and collaboratively making adjustments.
 - Encouraging proactive feedback mechanisms to promote ongoing improvement in the partnership.
- **F. ACCOUNTABILITY**
 - Partners adhere to mutually agreed-upon goals, metrics, and timelines.
 - Both PY and partners are accountable for their designated roles and commitments.
 - Regular progress updates and reports demonstrating responsible use of resources and progress towards desired objectives.

III. OBJECTIVES OF PARTNERSHIPS

PY establishes and develops strategic partnerships in pursuit of the following objectives:

- **A. ENHANCING PROGRAM IMPACT**
 - Expand the scope and reach of PY's programmatic interventions to include new beneficiaries and target groups.
 - Improve project outcomes by tapping into partners' specialized expertise and local knowledge.
 - Scale successful programs with partners to amplify the reach and effect of PY's work.
- **B. LEVERAGING RESOURCES**
 - Secure new or diversified funding sources through joint proposals and funder engagement with partners.
 - Mobilize additional in-kind support, including materials, equipment, volunteer time, and other tangible or intangible resources.
 - Optimize resources by maximizing efficiency, reducing redundancy, and sharing operational costs, resulting in greater programmatic impact.

- **C. FACILITATING KNOWLEDGE EXCHANGE**

- Access partners' unique insights, innovative approaches, and sector-specific best practices.
- Build a more informed understanding of context, including potential risks and emerging opportunities.
- Generate and disseminate collaboratively developed knowledge products for broader benefits in the development sector.

- **D. STRENGTHENING CAPACITY**

- Build institutional capacity through knowledge and skills transfers between PY staff and partner organizations.
- Create joint capacity building programs targeted at community members and relevant stakeholders.
- Support partners' internal development through exposure to PY's expertise, management models, and operational procedures.

- **E. FOSTERING INNOVATION**

- Stimulate creative solutions and develop new program models or technological interventions with the collective capacity of diverse partners.
- Create an enabling environment for experimentation and piloting of cutting-edge initiatives.
- Encourage open and forward-thinking approaches to tackle evolving and complex challenges within the scope of PY's mission.

IV. TYPES OF PARTNERSHIPS

PY recognizes the value in fostering relationships with a diverse range of partners. The Policy categorizes potential partnerships into the following:

- **A. STRATEGIC PARTNERSHIPS**

- Long-term collaborations for PY's priority areas, aligning directly with strategic goals.
- Partners sharing PY's values, demonstrating complementary skills and resources, providing mutual benefit, and creating significant added value to both organizations.
- Typically have more formalized agreements, possibly with multi-year scope, outlining expectations, resource commitments, and governance structures.

- **B. OPERATIONAL PARTNERSHIPS**

- Collaboration on specific programs or projects, with well-defined goals, scopes, and timelines.
- Focus on knowledge sharing and skills transfer to enhance program effectiveness.
- Partnership terms less extensive than Strategic Partnerships, tailored to particular initiatives

- **C. FUNDING PARTNERSHIPS**

- Relationships with national and international donors, foundations, or other grant-making entities to obtain financial support for PY's projects and operations.
- Could include private sector contributions and corporate social responsibility partnerships.
- May involve competitive proposals, grant agreements, and strict reporting requirements in compliance with funders' criteria.

- **D. ADVOCACY AND POLICY PARTNERSHIPS**

- Collaborating with like-minded organizations, coalitions, or networks to drive policy change, social reform, or awareness campaigns aligned with PY's mission.
- Activities encompass building advocacy networks, joint research, media outreach, lobbying efforts, and public campaigning.
- Focus on amplifying voices, building a unified agenda, and strategically influencing policymakers.

- **E. COMMUNITY-BASED PARTNERSHIPS**

- Deeply rooted collaborations with community groups, leaders, local organizations, and direct beneficiaries of PY's programs.
- Emphasizing participatory approaches that value local knowledge and decision-making power.
- Includes building collaborative projects, capacity-building initiatives, and creating channels for open communication and community voice to inform the project.

WHY DISTINGUISHING THESE MATTERS

- **Tailored Processes:** Not all partnerships need the same depth of due diligence or legal agreement. This clarifies decision-making for staff within the larger Policy framework.
- **Resource Allocation:** Strategic partnerships deserve more time and commitment from PY than short-term collaborations. Categories guide realistic resource investment choices.
- **Internal Communication:** This typology aids communication with external actors, signaling what level of relationship PY's seeking. "Are you up for a multi-year strategic partnership with us?" has a different weight than a one-off operational one.

V. PARTNERSHIP DEVELOPMENT AND SELECTION

PY utilizes a structured and rigorous approach to partner identification, selection, and ultimately, establishing robust collaborative relationships. This process includes:

- **A. CRITERIA FOR IDENTIFYING POTENTIAL PARTNERS**

- **Alignment:** Aligns with PY's overarching mission, values, and strategic priorities, offering synergy not duplication.
- **Reputation:** Demonstrates credibility, integrity, and a solid track record within their sphere of influence.
- **Capacity:** Possesses required technical expertise, resources, and organizational competency to fulfill potential roles and obligations in the partnership.
- **Local Knowledge:** Deep understanding of communities for operational partnerships, OR demonstrates an understanding of policy landscapes for advocacy-type of partnerships.
- **Impact Orientation:** Has a history of successfully implementing programs or initiatives relevant to PY's focus areas.

- **B. DUE DILIGENCE PROCESS**

- **Background Review:** A thorough review of potential partners' public information - history, projects, annual reports, etc., for initial alignment checks.
- **Reputation Check:** Information seeking from other NGOs, community members, or donors who have worked with the potential partner (this needs to be done skillfully to avoid gossip, so clear guidelines are key).
- **Financial Scrutiny:** For larger partnerships, a review of their financial management capacity and compliance practices.

- **Risk Assessment:** Identification and mitigation of potential risks based on partner type, context (environmental risks, social instability, etc.).
- **C. COMPATIBILITY ASSESSMENT WITH PY'S VALUES AND OBJECTIVES**
 - **Shared Vision:** Assessment of the degree to which visions for the specific collaboration align and if there's mutual understanding of expected outcomes.
 - **Working Styles:** Evaluating alignment in organizational culture, communication style, and any differences regarding decision-making and implementation approaches.
 - **Commitment to Principles:** Ensures adherence to PY's core partnership principles (transparency, equity, etc.), both internally within the partner organization and how they'll manifest in the joint work.
- **D. APPROVAL PROCESS FOR ESTABLISHING PARTNERSHIPS**
 - **Scalable Process:** Outlines varying levels of approval requirements based on the partnership scope, type, and overall resource commitment involved.
 - **Decision-Making Authority:** Specifies clear roles and responsibilities for staff regarding identifying potential partners, due diligence, recommendation, and ultimately, finalizing formal agreements.
 - **Board Involvement:** Defines when the Board of Directors reviews and approves potential partnerships, likely reserved for higher-stake strategic or complex collaborations.

VI. ROLES AND RESPONSIBILITIES

A. RESPONSIBILITIES OF PY

- **1. Commitment to Partnership Principles**
 - **PY will clearly articulate the partnership's core principles and values.** This might involve developing a formal statement of principles to be agreed upon by all members.
 - **PY will actively embody and champion these principles** through all interactions, decision-making processes, and project activities.
 - **PY will hold itself, and partner organizations, accountable** for upholding these shared principles. This includes ensuring that the partnership reflects inclusivity, equity, mutual respect, and ethical decision-making.
- **2. Providing Necessary Resources**
 - **PY will commit appropriate levels of funding, staffing, and technical expertise** to ensure the partnership's goals can be achieved.
 - **PY will ensure resource allocation decisions are transparent and align with overall project objectives.** Resources should be strategically deployed to benefit all partners.
 - **PY will leverage its networks and influence** to facilitate the acquisition of additional resources (financial, knowledge-based, networking opportunities) necessary for success.
- **3. Facilitating Collaboration**
 - **PY will establish clear communication channels and regular forums** for all partners to provide input, feedback, and problem-solving strategies.
 - **PY will foster a culture of trust and respect,** building rapport among partners and mediating any potential conflicts.

- **PY will promote a sense of shared ownership and responsibility**, ensuring partners have a genuine voice in decision-making and planning.
- **4. Monitoring and Evaluation**
 - **PY will lead the development of a robust monitoring and evaluation (M&E) framework** to track partnership progress against shared objectives. This framework should have clear key performance indicators (KPIs) and agreed-upon data collection methods.
 - **PY will collaborate with partners in collecting and analyzing data**, promoting participation in the M&E process.
 - **PY will ensure regular reporting of findings to all partners**. This builds transparency and allows for the use of M&E information to make adjustments, if necessary, for greater success.

IMPORTANT CONSIDERATIONS FOR PY

- **Power Dynamics:** Be mindful of the power dynamics that may exist within partnerships. As the PY, ensure that smaller or less resourced partners have an equal voice and that decision-making processes are not dominated by any single stakeholder.
- **Adaptive Leadership:** Partnerships are dynamic entities. Adopt a flexible, adaptive leadership style, responding to emerging issues, shifting priorities, and lessons learned as they arise.
- **Sustainability:** Think long-term. Plan for the sustainability of the partnership beyond the initial period. This could involve working with partners to identify ways to secure future funding or to build lasting capacity within partner organizations.

VII. COMMUNICATION AND INFORMATION SHARING

The PY recognizes that effective communication and information sharing are fundamental to the partnership's success. A transparent flow of information builds trust, strengthens collaboration, and allows for quick identification of challenges.

A. REGULAR MEETINGS AND UPDATES

- **PY will establish a schedule of regular partnership meetings**, ensuring the frequency and format are conducive to partner participation and effective communication. These can include a mix of in-person and virtual options.
- **PY will provide well-structured meeting agendas in advance**, inviting input from partners on topics they'd like to cover.
- **PY will facilitate inclusive meeting environments**, providing all partners with opportunities to raise questions, share updates, and discuss project plans.
- **PY will ensure thorough, timely minutes are created and distributed to all partners**, promoting shared understanding and capturing key decisions and action items.

B. DATA AND INFORMATION SHARING PROTOCOLS

- **PY will lead the development of clear data and information-sharing protocols in collaboration with all partners**. These protocols should address:
 - Types of data and information to be shared
 - Mechanisms and platforms for sharing (e.g., secure shared drives, project management tools)
 - Frequency of data updates and reporting
 - Data ownership and usage rights
 - Compliance with all relevant data protection regulations (see section X on Compliance)

C. CONFIDENTIALITY AGREEMENTS

- **PY will require all partners to sign confidentiality agreements as applicable.** This is especially critical if dealing with sensitive data related to individuals or organizations.
- **Confidentiality agreements should outline:**
 - Definition of confidential information
 - Obligations of partners to protect confidential information
 - Duration of the confidentiality agreement
 - Consequences of breaching confidentiality

VIII. CONFLICT RESOLUTION

The PY acknowledges that differences of opinion, miscommunications, and disagreements are natural within any partnership. The effective and amicable resolution of these conflicts is critical to maintaining collaboration and achieving positive outcomes.

A. ESTABLISHING A CONFLICT RESOLUTION MECHANISM

- **PY will lead the development of a multi-stage conflict resolution mechanism in consultation with partners.** This mechanism should provide a clear, step-by-step process for handling conflicts at different levels of severity.
- **The mechanism should prioritize early intervention and informal resolution.** The first stage will likely involve direct, open communication between the parties involved to find a mutually agreeable solution.
- **A clear outline of roles and responsibilities is needed.** Designate roles within the mechanism for those who will mediate, arbitrate (if necessary), and make final decisions when required.

B. ESCALATION PROCEDURES

- **The conflict resolution mechanism should include defined escalation procedures.** This provides transparency for partners on what happens if resolution at an initial stage is unsuccessful. Escalation can include:
 - **Involvement of a neutral facilitator or mediator** (this could be a PY staff member, a partner selected by all parties, or an external, professional mediator).
 - **Referral to a designated partnership committee or governance body.**
 - **Formal arbitration processes** (outlined below).

C. MEDIATION AND ARBITRATION PROCESSES

- **PY will support partners in establishing clear guidelines for mediation.** This may include:
 - Selection of mediators and criteria for neutrality
 - Ground rules for mediation sessions
 - Expectations for confidentiality and collaboration
- **If arbitration is included as a step in the process (typically for more severe or persistent conflicts), PY will work with partners to:**
 - Define procedures for selecting arbitrators
 - Outline expectations for the arbitration process, including rules of evidence and timelines
 - Determine whether arbitration decisions will be binding or non-binding

IX. MONITORING AND EVALUATION OF PARTNERSHIPS

The PY is committed to the ongoing monitoring and evaluation (M&E) of the partnership itself. This process is distinct from monitoring project-level activities and outcomes. The goal is to

assess the partnership's health, identify areas for improvement, and adjust course as needed for better collaboration and overall success.

A. KEY PERFORMANCE INDICATORS

- **PY will work with partners to develop Key Performance Indicators (KPIs) for the partnership itself.** These KPIs will measure partnership performance against desired outcomes and principles. KPIs might include areas like:
 - **Partner Satisfaction:** Measured through surveys or interviews
 - **Trust and Communication:** Assessed via feedback tools, meeting observations
 - **Progress Towards Shared Goals:** Tracked against initial expectations
 - **Efficiency of Decision-Making Processes:** Qualitative, process-based assessment
 - **Ability to Leverage Resources:** Financial and non-financial resource mobilization

B. REGULAR ASSESSMENTS OF PARTNERSHIP EFFECTIVENESS

- **PY will initiate a regular evaluation cycle to assess partnership effectiveness.** The frequency (e.g., annually, bi-annually) should be agreed upon with partners.
- **Evaluations can leverage mixed methods.** These might include:
 - Surveys of partners on various aspects of the partnership
 - Focus group discussions with partner representatives
 - Review of meeting minutes, communication records, and other partnership documents
 - In some cases, engaging an external evaluator for unbiased assessment

C. ADJUSTMENTS AND CONTINUOUS IMPROVEMENT

- **PY will lead the analysis of partnership evaluation results and ensure findings are shared transparently with all partners.** This allows for shared knowledge and reflection.
- **PY will facilitate a collaborative process with partners to address identified weaknesses and make improvements.** Modifications could include:
 - Refining partnership goals and priorities
 - Revising partnership governance structures
 - Addressing communication issues and clarifying roles
 - Identifying resources or capacity-building needs for partners
- **Changes and improvements should be documented and monitored.** This ongoing M&E ensures a culture of continuous improvement, making the partnership more resilient and dynamic.

X. PARTNERSHIP SUSTAINABILITY

The PY recognizes that building a sustainable partnership goes beyond short-term project implementation. This section outlines approaches to ensure that the value and potential of the partnership can be preserved for the long term.

A. LONG-TERM PLANNING FOR SUSTAINABLE PARTNERSHIPS

- **PY will facilitate a strategic planning process with partners that incorporates a long-term view.** Beyond current project timelines, explore:
 - Future opportunities for collaboration in line with changing needs and evolving priorities.
 - Building lasting networks and knowledge-sharing channels between partners.
 - Long-term resource mobilization strategies to support future endeavors (financial and non-financial).
- **PY will promote capacity building and skills transfer within partner organizations.** Invest in the professional development, technical skills, and leadership capabilities of partner representatives. This reinforces internal strength and self-sufficiency for ongoing success.

B. SUCCESSION PLANNING FOR KEY PARTNERSHIPS

- **PY will proactively address the issue of succession planning for critical roles within the partnership.** Develop procedures for smooth transitions if key partner representatives or PY staff change. This is especially crucial for leadership positions.
- **Succession planning can include:**
 - Documented handover processes, capturing essential knowledge and relationships.
 - Cross-training or shadowing for potential successors.
 - Formal mentoring programs to prepare individuals for future partnership roles.

C. EXIT STRATEGIES AND TRANSITION PLANS

- **PY will work with partners to establish clear exit strategies and transition plans from the outset.** While the goal is longevity, it's crucial to acknowledge circumstances that might necessitate the partnership's dissolution or the withdrawal of a specific partner.
- **Exit strategies should address:**
 - Processes for decision-making about discontinuing the partnership.
 - Responsible wind-down procedures for any active projects.
 - Allocation of remaining resources (financial, intellectual property, etc.).
 - Communication and documentation for stakeholders about the closure.
- **For individual partners withdrawing, plans should outline:**
 - Formal notice periods and handover of responsibilities.
 - Minimizing disruption to partnership activities.
 - Maintaining constructive relationships for possible future engagement.

XI. COMPLIANCE WITH LEGAL AND ETHICAL STANDARDS

The PY is firmly committed to ensuring that all partnership activities operate in full compliance with relevant laws, uphold ethical principles, and adhere to the best practices within the sector.

A. LEGAL COMPLIANCE

- **PY will identify all applicable laws and regulations in the jurisdictions where the partnership operates.** This includes laws on:
 - Labor and employment practices
 - Anti-corruption and anti-bribery
 - Data privacy and protection
 - Environmental regulations
 - Taxation and financial management
 - Sector-specific regulations (e.g., relevant to healthcare, education, etc.)
- **PY will regularly review and update its understanding of applicable laws, making partners aware of relevant obligations.**
- **PY and its partners will maintain up-to-date registrations, licenses, and permits as required by law.**
- **PY will develop a system for reporting and addressing any incidents of non-compliance.** This includes providing safe channels for reporting, clear investigation procedures, and appropriate corrective actions.

B. ETHICAL CONSIDERATIONS

- **PY will articulate a shared ethical framework for the partnership in collaboration with partners.** This framework will be aligned with the partnership's core principles and should address areas such as:
 - Conflicts of interest
 - Transparency and accountability

- Non-discrimination and inclusivity
 - Cultural sensitivity
 - Respect for human rights
 - Environmentally sustainable practices
- **PY will provide training and ongoing awareness-raising about ethical considerations for PY staff and partners.**
- **PY will establish mechanisms for raising and addressing ethical concerns in a confidential and safe manner.**

C. ADHERENCE TO INDUSTRY BEST PRACTICES

- **PY will remain informed about the evolving best practices and standards within the relevant sector(s) of the partnership's work.** This may involve membership in professional bodies or networks.
- **PY will, where applicable, seek certifications or accreditations from reputable bodies to demonstrate quality and adherence to standards.**
- **PY will encourage a culture of learning and knowledge sharing about best practices within the partnership.**

XII. REVIEW AND REVISION OF THE POLICY

The PY recognizes that factors necessitate a regular review of this Partnership Policy. This could include changes in laws and regulations, the evolving nature of the partnership, lessons learned through implementation, or feedback from partners.

A. PERIODIC POLICY REVIEW

- **PY will initiate a formal review of the Partnership Policy on a pre-determined schedule.** This timeframe (e.g., every two years) should be set in collaboration with partners.
- **The policy review process will involve:**
 - Gathering feedback from partners (see below for methods).
 - Assessing if the policy is effectively facilitating partnership goals.
 - Identifying changes in regulations or evolving best practices.
 - Considering lessons learned from the partnership's operational experience.

B. FEEDBACK MECHANISMS

- **PY will establish ongoing channels for partners to provide feedback on the Partnership Policy.** This feedback is crucial for identifying areas needing adjustment and ensuring the policy's continued relevance. Feedback mechanisms might include:
 - Regular partnership surveys with designated questions about the policy.
 - Dedicated space during partnership meetings for policy discussion.
 - A designated person or email for submitting suggestions and concerns.

C. POLICY AMENDMENT PROCESS

- **PY will lead a participatory process to discuss and propose amendments to the policy based on review findings and partner feedback.** The level of formality in the amendment process can be flexible but should be pre-determined. Potential approaches include:
 - Simple majority vote by partners for minor changes.
 - A dedicated partnership committee tasked with drafting and refining proposed changes.
 - A supermajority vote or unanimous agreement may be required for major amendments.
- **PY will communicate approved policy amendments to all partners in a timely manner.** This includes highlighting updates and explaining their importance.

XIII. TRAINING AND CAPACITY BUILDING

The PY believes that investing in the growth and capabilities of its staff and partners is essential for a strong and effective partnership. Training and capacity-building efforts will prioritize partnership success and long-term sustainability.

A. CAPACITY BUILDING INITIATIVES FOR STAFF AND PARTNERS

- **PY will lead a collaborative needs assessment process to identify priority areas for capacity building across all partners.** This could involve:
 - Skills surveys with both PY staff and representatives from partner organizations.
 - Focus group discussions to understand skill gaps hindering partnership goals.
 - Reviewing performance evaluations or results from partnership assessments.
- **Based on the assessment, PY will design or identify appropriate capacity-building initiatives addressing core needs.** These could include:
 - Workshops or formal training programs (internal or external) on topics like conflict resolution, project management, data collection, financial administration, or sector-specific knowledge.
 - Cross-training between partners for specialized skills and knowledge transfer.
 - Mentoring or coaching programs connecting experienced PY staff with partner representatives.
 - Supporting access to online courses or relevant professional development resources.

B. TRAINING ON PARTNERSHIP PRINCIPLES AND PROTOCOLS

- **PY will develop a mandatory orientation program for staff and representatives of partner organizations.** This program will cover:
 - The Partnership Policy in detail, clarifying expectations and responsibilities.
 - Partnership goals and core values.
 - Conflict resolution mechanisms within the partnership.
 - Communications protocols and information sharing procedures.
- **Periodic refresher training on essential aspects of the Partnership Policy is recommended.** This maintains partner alignment and knowledge as the partnership evolves.

XIV. DOCUMENTATION AND REPORTING

The PY recognizes the importance of proper documentation and reporting for accountability, continuous learning, and decision-making. This section outlines requirements and practices to support knowledge preservation and organizational improvement.

A. RECORD-KEEPING REQUIREMENTS

- **PY, in collaboration with partners, will establish a clear record-keeping system.** This system should outline:
 - **Types of records to be maintained:** Meeting minutes, financial documents, program data, partnership agreements, communications, etc.
 - **Storage formats:** A mix of secure paper documents and well-organized digital files (e.g., on a shared platform or repository).
 - **Retention periods:** Laws or operational best practices will inform how long different types of records must be kept.

- **Access rights:** Designate who has access to specific records to ensure proper safeguarding and authorized usage.

B. ANNUAL PARTNERSHIP REPORTS

- **PY will produce an Annual Partnership Report.** These reports will include:
 - A summary of partnership achievements against the goals set by the partnership.
 - Key performance indicators (KPIs) related to the partnership itself (as outlined in section IX).
 - Financial transparency of partnership budget, with details and summaries understandable by all partners.
 - Challenges encountered and mitigation strategies implemented.
 - Plans for the following year and potential direction for partnership growth.
- **PY will share Annual Partnership Reports with all partners and relevant stakeholders.**

C. LEARNING FROM PARTNERSHIPS FOR ORGANIZATIONAL IMPROVEMENT

- **Beyond formal reporting, PY will establish a regular practice of critical reflection and documentation to understand lessons learned from the partnership.** These practices might include:
 - Debrief sessions after projects or phases of collaboration focusing on success factors and areas for improvement.
 - Partner evaluations (surveys or interviews) specifically seeking feedback about the partnership structure and processes.
 - Documenting key decisions and the rationale behind them to aid future reference.
- **PY will prioritize organizational learning by making findings from reflection and debriefing accessible to all staff and partners** This knowledge might be compiled into reports, case studies, or integrated into training and orientation materials (emphasizing both successes and shortcomings for learning).

COMMITMENT TO CONTINUOUS IMPROVEMENT

The PY views this Partnership Policy as a dynamic document, reflecting our commitment to ongoing learning and growth. We will revisit and revise this policy, guided by both formal reviews and feedback from our valued partners. The goal is to continually enhance our approach to partnerships, ensuring a collaborative culture that thrives on mutual accountability and a shared vision of success.

ACKNOWLEDGMENT OF THE VALUE OF PARTNERSHIPS IN ACHIEVING PY'S MISSION

At [name of PY], we strongly believe that our most impactful work is done in collaboration with dedicated partners. This Partnership Policy codifies our values and establishes the processes through which we strive to build and maintain partnerships that are ethical, equitable, and effective. Our mission to [clearly articulate your organization's mission] is inextricably linked to our capacity to forge meaningful partnerships that amplify our reach and drive greater positive change.

----- End -----