Tool #8: Establishing a Division of Labor among Joining Forces Partners

This tool proposes a process by which different Joining Forces partners working together to adapt and scale an intervention/activity can assign roles and tasks among themselves.

All partner organizations within Joining Forces are accustomed to working with others to either "prime" or "sub" in multi-partner proposals. In Joining Forces, this negotiation among existing partners works in slightly a different way. This tool proposes a basic process to establish a division of labor. As noted elsewhere in this Guide, however, partner organizations may have used other processes that they prefer.

How to use this tool

1. Collectively, local Joining Forces team members write a brief narrative outlining the scope and scaling of the interventions/activities of the project.

2. Each partner organization then considers which elements of the project they feel best suited to undertake.

3. Coming together again as a the entire team, the different Joining Forces organizations share the roles they see for themselves, the adaptation and scaling challenges they anticipate within those roles, and seek to eliminate overlaps and redundancies. Gaps in authority will also be flagged and addressed.

4. Returning to different partner groups, members of each organization will take the output of Step Three and focus on how they will staff the tasks they are assigned.

Child Engagement

When using this tool Joining Forces seeks children's engagement in two distinct ways: 1) integrating information about children's views and perspectives as it relates to the tool's topic and 2) as a source of data for each tool. Locating opportunities for child participation and child safeguarding (as separate and complementary) is a shared responsibilities of all Joining Forces partners. Although children and their families will not be able to identify different organizations adaptation and scaling responsibilities, it will be useful for them to hear the narrative of the project developed as the output of Step 1. Children and their families can be asked to consider if there are activities or objectives that they feel are missing.

Reminder

Feel free to adapt this tool in any way that works for your team and your context!

Evidence Profile of Potential Intervention/Activity

STEP 1: PROJECT NARRATIVE

Collectively, local Joining Forces team members write a brief (limited to 1 page if possible) summary/narrative that captures the scope of the project and includes all the critical components of the intervention/activity. These components should ensure that all "core" elements of the intervention/activity (see Tool #4) are reflected in the narrative. The narrative should also set out 2 or 3 priority methods for integrating children's voices into the intervention/activity and should be explicit about safeguarding considerations.

STEP 2: PARTNER ROLE(S)

Breaking into different Joining Forces partner teams, participants will use the narrative to define the role(s) their organization and their local non-Joining Forces partners will play in the intervention/activity and elaborate on their overall organizational capacity adapt and scale those interventions/activities. They will flag areas that are well-covered and those in which additional capacity will be needed.

STEP 3: CONSENSUS ON PARTNER ROLES

The entire local Joining Forces team come together with their proposed organizational roles to work out areas of overlap and areas where there are gaps or additional thoughts about opportunities for adaptation and scale. Gaps (again with special attention paid to gaps related to core elements that need to be considered during the scaling process) will be discussed and reconciled; that is, partner role definitions will be revised to ensure coverage of gaps. Areas of overlap will be discussed and "rationalized"; each partner's role will be more clearly defined to ensure that programmatic redundancy or confusion over authority is eliminated. This consensus should be officially recognized by authorized members of the Joining Forces partnership.

STEP 4: ASSIGNING TASK STAFF WITHIN EACH PARTNER

Returning to individual partner organization teams, use the consensus agreed upon in Step 3 to break their role(s) into tasks that they will undertake. Using a template such as that suggested on the next page, for each task, the team should seek to identify individuals in their organizations (or in non-consortium local partners) who have the capacity and the available LOE to take on this role. It is not necessary to share this with other partners, though obviously that might be helpful if partners felt free to do so. If a partner organization is unsure of who presently in their organization can cover a critical role in a task, they should determine how that responsibility will be met.

JOINING FORCES PARTNER ORGANIZATION
AND THEIR LOCAL IMPLEMENTING PARTNERS:

Identifying staff that would play a key role in the tasks assigned to this partner organization

Key task #1:

Administrative staff member(s) with available LOE:

Finance/procurement staff member(s) with available LOE:

Management/supervisory staff member(s) with available LOE:

Partner liaison staff members (both organizational
or local implementing partner staff) with available LOE:

Implementation staff member(s) with available LOE:

Key task #2:

Administrative staff member(s) with available LOE:

Finance/procurement staff member(s) with available LOE:

Management/supervisory staff member(s) with available LOE:

Partner liaison staff members (both organizational
or local implementing partner staff) with available LOE:

Implementation staff member(s) with available LOE:

Key task #3:

Administrative staff member(s) with available LOE:

Finance/procurement staff member(s) with available LOE:

Management/supervisory staff member(s) with available LOE:

Partner liaison staff members (both organizational
or local implementing partner staff) with available LOE:

Implementation staff member(s) with available LOE:

Key task #4:

Administrative staff member(s) with available LOE:

Finance/procurement staff member(s) with available LOE:

Management/supervisory staff member(s) with available LOE:

Partner liaison staff members (both organizational
or local implementing partner staff) with available LOE:

Implementation staff member(s) with available LOE: