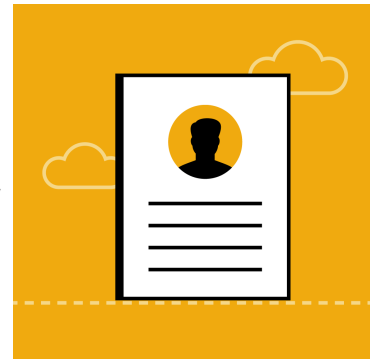


TEMPLATE

HOW WILL THIS TOOL HELP YOU?

Whatever your pathway to scale, collaboration with new stakeholders is crucial. This may include implementing, referral, or technical partners. It's crucial to establish criteria for prospective partners, guiding recruitment efforts toward those who align with strategic objectives.

This tool will help define partner criteria, instil confidence in collaborations, and start to map out potential partners, offering a systematic approach to building strategic alliances.



Doing this has a number of benefits:

1. It can help you to 'recruit hard and manage easy' - it is easier to promote quality in your scaling model by ensuring that partners have appropriate skills, qualities, and knowledge at the outset, rather than trying to correct mistakes after they arise.
2. It can promote reasonable expectations and accountability, as well as allowing partners to 'self-select' (saving you time and effort in the recruitment process).

STEP 1: Identify the essential and desirable criteria

Use the following table to map out the essential and desirable criteria that any prospective partner would have to evidence for you to be confident in working with them to deliver your solution at scale.

Consider what you are expecting partners to do* (please refer to the [roles and responsibilities](#) tool if necessary) and the qualities needed to deliver on those expectations. You will also want to consider what a prospective partner needs to have in place before engaging with you, and what skills or qualities can be developed later.

The categories are to help structure your brainstorming, but please take into account any other factors you believe would be important for your scale model.

Bear in mind that different partners may have different criteria - you may need to complete this exercise multiple times depending on your proposed scaling model.

Categories (please feel free to adjust to or add more appropriate categories)	Essential Criteria	Desirable Criteria	Notes
Type of organisation			
Experience			
Size and level of influence			
Finances			
Facilities, equipment, technology			
Location and geographical spread			
Values and approach			

Other			
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STEP 2: Reflect on your partner profile

Take a step back and reflect on your partner profile. For each criteria that you have set, answer the following questions:

- What was your reason for setting this criteria?
- Are you confident that this criteria is required to allow a partner to deliver impact? Have you properly categorised that criteria as either essential or desirable?
- Must this criteria be satisfied before working with this partner? Is it not something that a partner can develop in their role?
- Are the criteria, assessed as a whole, overly restrictive?

Question	Answer
What was your reason for setting this criteria?	
Are you confident that this criteria is required to allow a partner to deliver impact? Have you properly categorised that criteria as either essential or desirable?	
Must this criteria be satisfied before working with this partner? Is it not something that a partner can develop in their role?	

Are the criteria, assessed as a whole, overly restrictive?	
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STEP 3: Assess prospective partners

Use the table below to map out potential partners that you believe could fit your partner profile. This map could include specific organisations, or a general class of partners (such as CCGs, Academy Trusts, etc). You should assess the pros and cons of each group, with reference to your partner profile and any other factors you consider relevant.

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STEP 4: Test your profile

Test your partner profile in practice to assess:

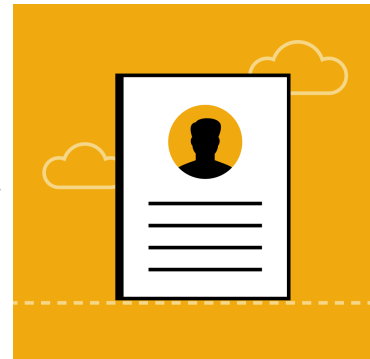
- Are your chosen criteria appropriate for identifying partners who can deliver your solution's impact at scale?
- Are the partners who meet your partner profile interested in and capable of working with you?

EXAMPLE

HOW WILL THIS TOOL HELP YOU?

Whatever your pathway to scale, collaboration with new stakeholders is crucial. This may include implementing, referral, or technical partners. It's crucial to establish criteria for prospective partners, guiding recruitment efforts toward those who align with strategic objectives.

This tool will help define partner criteria, instil confidence in collaborations, and start to map out potential partners, offering a systematic approach to building strategic alliances.



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2. It can promote reasonable expectations and accountability, as well as allowing partners to 'self-select' (saving you time and effort in the recruitment process).

STEP 1: Identify the essential and desirable criteria

Use the following table to map out the essential and desirable criteria that any prospective partner would have to evidence for you to be confident in working with them to deliver your solution at scale.

Consider what you are expecting partners to do* (please refer to the [roles and responsibilities](#) tool if necessary) and the qualities needed to deliver on those expectations. You will also want to consider what a prospective partner needs to have in place before engaging with you, and what skills or qualities can be developed later.

The categories are to help structure your brainstorming, but please take into account any other factors you believe would be important for your scale model.

Bear in mind that different partners may have different criteria - you may need to complete this exercise multiple times depending on your proposed scaling model.

Categories (please feel free to adjust to or add more appropriate categories)	Essential Criteria	Desirable Criteria	Notes
Type of organisation	<i>NGOs, community-based organisations, or education-focused social enterprises.</i>	<i>International development agencies, private sector actors with CSR initiatives.</i>	<i>Partners must have direct experience in community development and education. Broader partnerships may enhance scale.</i>
Experience	<i>Proven track record in delivering education or training programmes, preferably in refugee or displaced communities.</i>	<i>Experience in scaling education initiatives.</i>	<i>Ensures immediate capability to deliver impact while leaving room for capacity development.</i>
Size and level of influence	<i>Mid-sized organisations with</i>	<i>Larger organisations with</i>	<i>Mid-sized partners can provide agile,</i>

	<i>strong local networks and government connections.</i>	<i>national or international influence.</i>	<i>community-focused delivery, while larger partners may help scale efforts later.</i>
Finances	<i>Stable financial position, with the ability to co-fund operations or leverage existing funding.</i>	<i>History of securing and managing grants for education and development.</i>	<i>Ensures sustainability and ability to deliver long-term impact.</i>
Facilities, equipment, technology	<i>Access to safe learning spaces and basic teaching materials.</i>	<i>Digital learning infrastructure and mobile education capabilities.</i>	<i>Guarantees immediate implementation capacity while allowing room for tech-enabled expansion.</i>
Location and geographical spread	<i>Presence in refugee-hosting regions or high-need areas.</i>	<i>Ability to expand to other locations over time.</i>	<i>Ensures services reach the intended target group effectively.</i>
Values and approach	<i>Commitment to refugee rights, inclusion, and participatory learning approaches.</i>	<i>Strong existing partnerships with community and government actors.</i>	<i>Ensures alignment with Yalem's mission and approach to impact.</i>
Other	<i>Ability to collect and report on impact data.</i>	<i>Previous collaboration with government or education agencies</i>	<i>Guarantees effective MEL while positioning for future integration into formal education systems.</i>

STEP 2: Reflect on your partner profile

Take a step back and reflect on your partner profile. For each criteria that you have set, answer the following questions:

- What was your reason for setting this criteria?
- Are you confident that this criteria is required to allow a partner to deliver impact? Have you properly categorised that criteria as either essential or desirable?
- Must this criteria be satisfied before working with this partner? Is it not something that a partner can develop in their role?
- Are the criteria, assessed as a whole, overly restrictive?

Question	Answer
What was your reason for setting this criteria?	The criteria ensure partners are capable of delivering impact from the outset while allowing for some development in areas like scalability and funding.
Are you confident that this criteria is required to allow a partner to deliver impact? Have you properly categorised that criteria as either essential or desirable?	All essential criteria are required for immediate delivery, while desirable ones strengthen long-term sustainability.
Must this criteria be satisfied before working with this partner? Is it not something that a partner can develop in their role?	The balance between essential and desirable criteria prevents unnecessary restrictions while maintaining quality control.

Are the criteria, assessed as a whole, overly restrictive?

The approach leaves room for capacity-building, ensuring partners grow alongside the programme.

STEP 3: Assess prospective partners

Use the table below to map out potential partners that you believe could fit your partner profile. This map could include specific organisations, or a general class of partners (such as CCGs, Academy Trusts, etc). You should assess the pros and cons of each group, with reference to your partner profile and any other factors you consider relevant.

Local & Regional NGOs

- **Refugee Education Partners (REP)** – Strong presence in refugee communities, experience in informal education.
- **Community Learning Initiative (CLI)** – Mid-sized NGO with experience in training community-based teachers.
- **Youth Empowerment Through Education (YETE)** – Focus on vocational education and digital learning.

International NGOs & Multilateral Agencies

- **Save the Children** – Strong global education expertise, potential co-funder.
- **UNHCR Education Division** – Policy influence and advocacy support for refugee education integration.
- **Education Cannot Wait (ECW)** – Funding and technical support for scaling impact.

Government & Policy Partners

- **Ministry of Education (Refugee Inclusion Unit)** – Key player for policy alignment and accreditation.
- **National Teacher Training Institute** – Could support formal accreditation of refugee educators.

Private Sector & Philanthropy

- **EdTech Startups (e.g., Kolibri, Rumie)** – Potential digital learning partners.
 - **Corporate CSR Initiatives (e.g., Google for Education, Microsoft Philanthropies)** – Could provide tech support and funding.
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STEP 4: Test your profile

Test your partner profile in practice to assess:

- Are your chosen criteria appropriate for identifying partners who can deliver your solution's impact at scale?
- Are the partners who meet your partner profile interested in and capable of working with you?