

LSDS PARTNER COORDINATION AND COLLABORATION GUIDELINE

Minimum standards for meaningful, timely and accountable engagement

CORE MESSAGE Communication is not automatically coordination. Attendance at LSDS meetings, telephone calls or occasional exchanges are useful, but meaningful coordination requires partners to share relevant information and documents, consult LSDS before key decisions are finalized, follow agreed sector standards, participate in sector monitoring, and close agreed actions.

1. Purpose

This guideline establishes a common and practical standard for coordination between the Livelihoods and Skills Development Sector (LSDS) and all sector partners. It aims to improve complementarity, technical quality, geographical coherence, accountability, evidence-based decision-making and collective results for refugees and host communities.

It applies throughout the project cycle—from concept development and location selection to implementation, monitoring, reporting, learning, modification and closure—and complements applicable Government requirements, donor conditions, organizational procedures and LSDS technical guidance.

2. What Meaningful Coordination Means

Meaningful coordination is a continuous, two-way and documented process through which partners:

- engage LSDS early enough for technical advice to influence decisions;
- share relevant project information and documents in a timely manner;
- align activities with agreed sector strategies, frameworks, standards and reporting requirements;
- coordinate locations, participant groups, trades, events and implementation schedules to reduce gaps and duplication;
- facilitate sector monitoring, quality assurance and joint learning; and
- track, implement and communicate follow-up on agreed actions.

Routine communication	Meaningful coordination
Attending a sector meeting	Attending, contributing evidence, acting on decisions and reporting progress on agreed actions
Calling or messaging an LSDS team member	Holding a structured consultation with relevant information, clear questions, decisions and documented follow-up
Informing LSDS after an activity is finalized	Consulting LSDS during planning, before location, participant, trade, event or major implementation decisions are confirmed
Submitting figures only when requested	Sharing accurate, timely and disaggregated data through agreed tools and explaining significant changes or gaps

Routine communication	Meaningful coordination
Receiving sector guidance	Applying the guidance, orienting project teams and documenting justified exceptions with prior consultation

3. Minimum Coordination Standards

3.1 Project documentation and transparency

- Share approved or near-final concept notes, proposals, results frameworks, implementation plans and relevant budgets or activity cost assumptions where appropriate.
- Share subsequent revisions, no-cost extensions, major budget reallocations, changes in targets, modality, trades, locations or delivery partners that may affect sector planning.
- Provide LSDS with final assessments, evaluations, learning products, curricula, SOPs and other knowledge products relevant to collective sector learning.
- Protect personal and sensitive information. Share documents through secure and authorized channels, with appropriate redaction where required.

3.2 Early consultation on plans and design

- Consult LSDS before finalizing new projects, major revisions, implementation modalities or technically significant activities.
- Present the problem, proposed approach, target group, location, selection criteria, expected results, risks and links with other sector interventions.
- Allow sufficient time for review. Coordination should not be treated as retrospective endorsement or a last-minute clearance process.

3.3 Location, coverage and duplication management

- Discuss proposed camps, blocks, unions, upazilas and facilities with LSDS before confirmation.
- Review available 5W/coverage information and coordinate with relevant actors to identify gaps, overlaps, saturation and referral opportunities.
- Inform LSDS promptly when an activity starts, pauses, relocates, closes or materially changes its coverage.

3.4 Events, missions and external engagement

- Discuss major trainings, fairs, exhibitions, launches, assessments, donor missions, workshops and advocacy events with LSDS during planning.
- Share the objective, agenda, proposed date, location, participants and expected sector contribution with reasonable notice.
- Coordinate public messages and claims related to collective LSDS priorities, standards or results, while respecting each organization's communications procedures.

3.5 Technical alignment and sector guidance

- Apply the Skills Development Framework, LSDS-endorsed guidance, relevant SOPs, curricula, indicator definitions and agreed technical standards.

- Orient programme, field, MEAL/M&E, information-management and partner staff on applicable sector requirements.
- Raise feasibility concerns early. Any necessary deviation should be discussed, technically justified and documented rather than silently applied.

3.6 Sector M&E, reporting and quality assurance

- Submit complete, accurate and timely 5W and other agreed reporting, using sector definitions and required disaggregation.
- Maintain verifiable supporting records and conduct internal quality checks before submission.
- Facilitate reasonable LSDS monitoring visits, verification, technical review and learning exercises, subject to access, protection, consent and data-protection requirements.
- Respond to feedback with a corrective-action plan and provide updates until agreed actions are closed.

3.7 Quarterly structured consultation

- Each active partner should hold at least one structured consultation of approximately 30 minutes with the LSDS team every quarter; higher-risk, larger or rapidly changing projects may require more frequent engagement.
- The consultation should cover progress, implementation challenges, changes, locations, results, reporting quality, upcoming activities, coordination needs, risks, learning and required decisions.
- Partners should send a concise update or agenda in advance and retain a brief action record with responsible persons and deadlines.

4. Coordination Across the Project Cycle

Stage	Minimum partner action	Indicative timing
Concept / proposal	Share the concept and consult on strategic fit, target groups, modality, indicators, geography and complementarity.	Before submission or final approval
Start-up	Share final project summary, workplan, locations, targets, focal points and reporting arrangements.	Within 10 working days of approval/start
Implementation	Coordinate changes, events, technical issues and emerging risks; submit agreed data.	Continuously / reporting cycle
Quarterly review	Hold a structured consultation and update the action tracker.	At least once each quarter
Major modification	Consult on material changes to scope, location, targets, modality, timeline or delivery arrangement.	Before the change is finalized
Monitoring / learning	Facilitate monitoring, share findings and implement agreed corrective actions.	As scheduled / promptly
Closure / transition	Share final results, lessons, outstanding risks, referral/continuity arrangements and relevant products.	Before closure and within 30 days after

5. Roles and Responsibilities

5.1 Partner organization

- Nominate a primary and alternate LSDS focal point and keep contact details current.
- Ensure senior programme, technical, field, MEAL/M&E and IM colleagues engage as relevant; coordination should not rest on one focal person alone.
- Share accurate information, seek consultation early, implement agreed actions and escalate unresolved issues internally.
- Cascade LSDS decisions and guidance to implementing partners, sub-partners and field teams.

5.2 LSDS team

- Provide timely, proportionate and technically sound advice within the sector mandate.
- Maintain and disseminate relevant guidance, reporting tools, coverage analysis and coordination decisions.
- Convene consultations, facilitate linkages, identify duplication or gaps, and document key actions.
- Protect confidential or sensitive information and clarify when a request requires approval from another authority.

5.3 Shared responsibility

Both parties should communicate respectfully, respond within reasonable timelines, distinguish technical consultation from formal approval, and raise constraints early. LSDS consultation does not replace Government authorization, donor approval, internal organizational clearance or other mandatory processes.

6. Minimum Information for Quarterly Consultation

- Progress against targets and results, including significant variance;
- Current and planned locations, participant coverage and changes;
- Implementation quality, protection, inclusion, AAP/PSEA and safeguarding considerations;
- 5W/reporting status and data-quality issues;
- Upcoming events, assessments, missions, procurement-dependent activities or communications;
- Operational, technical, access, fiduciary or reputational risks;
- Coordination gaps, duplication concerns, referrals and partnership opportunities;
- Decisions or support required from LSDS; and
- Status of previous action points.

7. Recommended Communication and Documentation Practice

- Use official email or an agreed document platform for substantive submissions and decisions; messaging applications may support rapid communication but should not be the sole record.
- Use clear subject lines containing organization, project/activity, location and required action.
- State whether a document is for information, consultation, technical review or decision, and specify the response deadline.
- Avoid sending incomplete information immediately before an event or deadline and treating the absence of feedback as endorsement.

- Record key decisions, actions, responsible persons and deadlines. Confirm important verbal agreements in writing.
- Use one consolidated and current document version wherever possible.

8. Coordination Performance and Accountability

LSDS may periodically review coordination performance to support improvement, identify systemic gaps and inform sector planning. The review should be constructive, evidence-based and proportionate, considering the partner's operational scale and constraints.

Area	Evidence of effective coordination
Timeliness	LSDS is engaged before key decisions, deadlines and events.
Transparency	Relevant documents, changes, risks and limitations are shared.
Technical alignment	Sector standards are applied and deviations are discussed.
Reporting and M&E	Data are timely and reliable; monitoring and corrective actions are facilitated.
Follow-through	Agreed actions are completed or delays are explained and re-planned.
Collaboration	The partner contributes to collective problem-solving, learning and gap reduction.

ESCALATION Repeated non-sharing of essential information, late notification of material changes, persistent reporting gaps, refusal to facilitate agreed monitoring, or continued non-application of sector standards may be raised with the partner's management and, where appropriate, relevant coordination leadership—after reasonable efforts to resolve the issue directly.

9. Partner Self-Check Before Confirming Coordination

- ☐ Have we shared the relevant concept note, plan, location and target information?
- ☐ Did we consult LSDS before—not after—the important decision was finalized?
- ☐ Have we checked coverage, duplication, referrals and complementarity?
- ☐ Are our activities aligned with applicable LSDS guidance and indicator definitions?
- ☐ Are our 5W and other reporting submissions complete, timely and internally verified?
- ☐ Have we discussed upcoming events, assessments, missions or major changes?
- ☐ Have we facilitated required sector monitoring and responded to recommendations?
- ☐ Did we hold and document our quarterly structured consultation?
- ☐ Have previous action points been completed or formally updated?

10. Effective Date and Review

This guideline may be applied upon endorsement by the appropriate LSDS coordination mechanism. It should be reviewed periodically based on partner feedback, evolving operational requirements and changes to relevant Government, RCP, sector or donor frameworks.

EXPECTED PRACTICE Partners should treat LSDS coordination as part of programme quality and accountability—not as an additional administrative task. Early and consistent engagement protects project quality, reduces duplication, strengthens evidence and enables LSDS to represent partners’ needs and results more effectively.