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# Solution and Support Circles **Guide**



SUNA'S DAUGHTERS

**SOLUTION AND SUPPORT CIRCLES GUIDE**  
May 2022

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**Suna's Daughters Project Team (In alphabetical order)**  
Ahu Özyurt, Aysel Madra, Burcu Gündüz, Melda Akbaş

**Implementation:** Suna's Daughters  
**Content and Model Design:** Heart Mind Design

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Suna's Daughters  
Address: Meşrutiyet Cad. No.  
47  
Tepebaşı Beyoğlu – İstanbul  
<https://www.sunaninkizlari.org/>

# Contents

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## **SECTION 1: INTRODUCTION**

About This Guide

About Collective Impact Initiative

About Suna's Daughters

## **SECTION 2: SOLUTION AND SUPPORT CIRCLES: DESCRIPTION**

Solutions and Support Circles at a Glance

About Solution and Support Circles

Stakeholders of Solution and Support Circles

1. Supporting Organization
2. SSC Participant
3. Facilitator
4. Circle Stakeholders
5. Steering Committee

## **SECTION 3: SOLUTION AND SUPPORT CIRCLE COLLECTIVE IMPACT JOURNEY**

Solution and Support Circle Journey Steps

Solution and Support Circle Experience Map

Regular Meetings

Solution and Support Circles Evaluation Approach

Experience Map and Key Steps

0. Step: Organization
1. Step: Collaboration
2. Step: Deepening
3. Step: Idea Generation
4. Step: Model Presentation
5. Step: Implementation and Monitoring
6. Step: Evaluation and Suggestions



# Contents

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## ABBREVIATIONS:

SSC: Solution and Support Circle

WG: Working Group

SO: Supporting Organization

SD: Suna's Daughters

SC: Steering Committee

# Solution and Support Circles **Introduction**

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## SECTION I



*This guide by Suna's Daughters is intended to serve as a resource for the collective impact journey of Solution and Support Circles.*

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## About Solution and Support Circles Guide

This guide primarily aims to provide Solution and Support Circles (SSC) stakeholders with basic information about the SSC experience and access to key guidance in times of need.

1. The first section of the guide offers general information about the Collective Impact Initiative and Suna's Daughters.
2. The second section of the guide elaborates on the definitions, roles, responsibilities and general principles regarding SSCs and their stakeholders.
3. The third section of the guide introduces the key steps of the collective impact journey of SSCs and the activities planned to be carried out under each step, summarizing the target output and duration of each activity and the roles and responsibilities of SSC stakeholders.

## About Collective Impact Initiative

The Collective Impact Initiative is a community of individuals, institutions, and organizations that strengthen equity by learning from each other and strive to ensure scalable and systemic transformation for a social issue by harmonizing and integrating their activities.

The difference between collective impact initiatives and other collaborative initiatives is the existence of a supporting organization that brings together the actors, a team that undertakes the execution of the process, collaboration processes structured to ensure collective impact under a common agenda, as well as joint monitoring, continuous communication, feedback and community management mechanisms.

### **Collective impact initiatives adopt the following principles:**

- Full equality and fairness in all design and implementation processes
- Participation and inclusiveness in all processes
- Encouraging intersectoral interaction and joint production
- Data-driven continuous learning and improvement cycle
- Developing leadership skills that will lead the transformation in the ecosystem
- A systemic change focusing on a holistic approach to issues
- A common culture that reinforces relationships, trust and respect among members
- Customization based on local context
- Learning from the process and continuous adaptation

# About Suna's Daughters

Suna's Daughters, which operates under the Suna and İnan Kiraç Foundation, is **an initiative that aims to create an ecosystem that enables girls to access and finish education with maximum benefit.**

**Suna's Daughters assumes the role of a Supporting Organization (SO) for the effective operation of SSCs with a collective impact approach** and plans to support SSCs through joint efforts, impact monitoring with common indicators, and investments in implementation.

**In light of this purpose, Suna's Daughters aims to carry out the following processes:**

**1. Establishing Solution and Support Circles:**

Suna's Daughters builds digital and physical solution circles focusing on the needs of girls. In these circles, it facilitates the gathering of civil society organizations, children, parents, the private sector and other stakeholders for children's development, identification of common goals, and development & implementation of programs. Meets circle needs such as methods, space and expertise for effective operation. Carries out these processes by adopting a participatory approach with all its stakeholders from assessment of needs to development of methods, and leaves the management of the communities to its stakeholders once sustainability is achieved.

**2. Generating knowledge:**

Develops innovative research methods, scales and contents, provides funding opportunities, reports and publications to unlock the knowledge required in the field. Allocates resources to impact analyses and monitoring-evaluation activities to strengthen practices.

**3. Incubation investments:**

Invests in the development and piloting of new ideas through collaborations focused on collective impact.

**4. Networking:**

Mobilizes domestic and international investors, donors and experts to ensure that stakeholders in SSCs are supported with the most effective resources. Aims to develop impact-based national and international connections not only among civil society organizations, but also between civil society and the private sector.

**5. Scaling investments:**

Strives to disseminate proven solutions to ensure permanent and systematic change and to bring the ecosystem together around effective solutions. Offers consultancy and funding support to strengthen the capacity of practitioners. Aims to develop investment models that bring together civil society organizations as well as the private sector.

**6. Communication and Campaigns:**

Contributes to the development of impact-based relationships with girls, donors, volunteers, non-governmental organizations and other relevant stakeholders. Creates platforms to bring together individuals and institutions that can create an impact based on the theory of change and organizes digital and face-to-face events. Conveys the various experiences and voices of girls.

**Suna's Daughters adopts the following working principles:**

- Focuses on the girls throughout the process. Aims to develop spaces and tools that will ensure children's participation at all levels. Supports children so that they can participate, express themselves freely, make their voices heard (by adults), and have their ideas considered.
  - Focuses its efforts on girls, but does not leave boys behind.
  - Mainstreams gender equality and child safety in all its efforts.
  - Aims to be flexible, open to learning and agile, while adopting an evidence-based approach to the risks faced by girls and supporting factors. Considers the multiplier effect.
  - Makes sure not to repeat existing activities, learns from experiences, develops universal solutions and uses resources efficiently.
  - Prioritizes identifying issues at the local level, solving them, and taking ownership of the solution.
  - Strives to utilize the private sector's knowledge in technology and innovation in the solution of social issues.
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# Solution and Support Circles **Description**

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## SECTION II



# Solution and Support Circles at a Glance

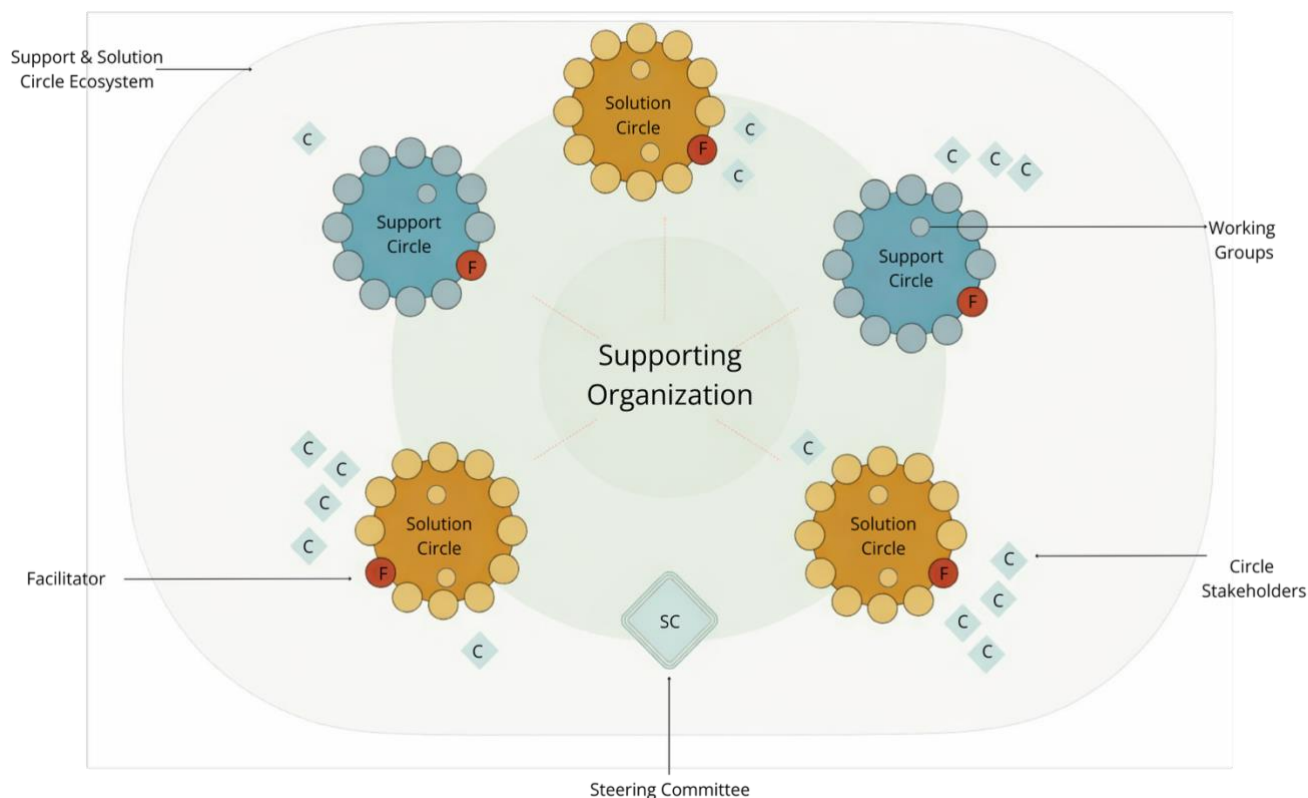


Figure 1. Solution and Support Circles at a Glance

**Solution and Support Circles (SSCs)** are at the heart of collective impact.  
(See: Figure 1. Solution and Support Circles at a Glance)

SSC is a multi-stakeholder group that comes together upon the invitation of a **Supporting Organization (SO)** as a result of mapping activities carried out around a common goal identified by the collective impact (CI) initiative, combining different expertise and experiences with a focus on the main issue. It works and implements in light of a collaboration model structured around a focus built through research and strategy processes carried out with stakeholder participation.

In the experience journey of SSC, **Working Groups (WGs)** may join the efforts to produce a defined output within a certain period of time in line with a need identified by the circle's participants.

Each SSC has **Facilitator(s)** who facilitate the process in communication and collaboration with the SO and serve as a bridge between the SSCs and other stakeholders.

Other civil actors who are not SSC participants, but still work in the field are intended provide support to SSCs at different scales throughout the experience as **Circle Stakeholders**.

There is a **Steering Committee (SC)** consisting of people who monitor SSC activities and outputs, provide them with strategic direction, and take responsibility at key decision-making moments for effective progress.

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*The next section elaborates on the definitions, roles and responsibilities of all stakeholders involved in the collective impact journey.*

# About Solution and Support Circles

## What are SSCs?

They are multi-stakeholder groups that come together around a common agenda determined by the collective impact initiative together with the Circle Stakeholders, combining different expertise and experiences, acting with a common purpose and ensuring that the main strategy is transformed into activities and projects. Circle structures vary depending on the focus of the relevant circle and the identified needs, while the number of participants varies from 7 to 30. The goal is to bring them together in a structured collaboration model by holding biweekly meetings. Additionally, each circle determines its own frequency, timing and location for these meetings.

### What is a Working Group?

*It is a subgroup that works to produce a defined output within a certain time period based on the joint decision of the participants in line with a need determined by the participants during the SSC process. Working groups consist of SSC participants; they work in their own time to create the targeted output within the specified time period, and upon finalization of the output, they rejoin the SSC process and get back to their primary responsibilities. If the identified need cannot be met with the resources and competencies committed by the SSC participants, the process is handed over to the WG and service procurement options are evaluated.*

## Solution and Support Circles' Collaboration Principles

Before the circle's efforts commence, each SSC participant accepts the conditions set out in the Goodwill Policy. The common working principles of the SSC participants are defined below. *These principles form the basis of a circle agreement to be concluded with the efforts carried out within each circle.*

1. The primary goal of SSC participants is to create a **cooperation model that will serve as an example** for the ecosystem.
2. SSCs focus on producing **holistic solutions** that consider all components of the system and the relationships between the components around the relevant subject.
3. SSC participants prioritize **ensuring harmony and preventing duplication among existing activities**, as they work to create collective impact around a specific subject.
4. Creating a space for the **sharing of different perspectives, experiences and knowledge** within the SSC is the shared responsibility of all participants.
5. Within the SSC, shared ownership of all processes, decisions and outcomes is essential, and a **language of "we"** is encouraged.

6. SSCs are **flexible structures that are open to improvement**. Subject to compliance with the goodwill policy and circle agreement, decisions regarding the number of participants, their roles and collaboration processes can be updated based on the needs and common decision of the circle.
  7. SSCs operate with a process-oriented perspective rather than a result-oriented one, and adopt a mindset that is **open to opportunities brought about by change and learning from mistakes**.
  8. SSC participants operate with a mindset that is open to stepping out of comfort zones, **mutual learning, and transformation**.
  9. While sharing, SSC participants are encouraged to provide constructive feedback that answers the question of “**how can we do it?**” rather than “why can’t we do it?”
  10. In the ideas and suggestions put forward during SSC processes, participants are encouraged to present **data-based suggestions and decisions** that are free from assumptions.
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# Stakeholders of Solution and Support Circles

1

## Supporting Organization (SO)

### **Description**

It is a central structure that undertakes responsibilities such as the establishment of the Steering Committee and SSCs, strategic guidance, external stakeholder communication, research, and measurement to ensure the creation and continuity of collective impact, while also offering logistical support, ensuring communication and feedback among internal stakeholders, sharing information and coordinating daily operations for efficient progress.

### **Roles and Responsibilities**

#### **Live monitoring of SSC activities and strategic guidance**

- Monitoring the SSC experience through regular feedback mechanisms; identifying areas for improvement and taking the necessary actions
- Preventing duplication between activities and outcomes of SSCs, ensuring that all activities support each other with a holistic view.
- Monitoring and guiding to ensure that the activities and outputs in the SSC processes serve the main strategies and objectives determined with the stakeholders
- Strategic guidance to align activities and outputs that deviate from the main strategy and objectives
- Establishing the Steering Committee that supports SSC activities, holding regular meetings and reporting

#### **Logistics support and coordination**

- Organizing internal SSC meetings, providing invitations, information and follow-up communication
- Organizing meetings where SSCs meet with circle stakeholders, providing invitations, information and follow-up communication
- Monitoring and meeting logistics needs such as transportation, space use, food and beverage arising during SSC processes

#### **Continuous interaction and participation of stakeholders**

- Establishing and running the channels that will enable interaction between stakeholders
- Monitoring the participation of stakeholders in processes and taking necessary actions to ensure continuity of participation

#### **Visibility and dissemination of outputs**

- Conducting internal and external communication activities for the visibility of SSC outputs

### **Supporting the facilitator with tools, resources and mechanisms**

- Providing the tools, resources and mechanisms required by the facilitator for effective progress in constant communication with the SSC facilitators

### **Generating knowledge**

- Providing resources for the development of innovative research methods, scales and contents to meet the data needs arising in SSC processes

### **Developing and monitoring common measurement tools**

- Continuous monitoring of the CSA experience and development and evaluation of outcomes
- Providing resources and collaborating with the stakeholders in the ecosystem to monitor and evaluate the models developed by SSCs in accordance with interim changes and indicators

### **Carrying out incubation and scaling investments**

- Providing the necessary resources for modeling the ideas generated by SSCs
- Mobilizing investors, donors, and experts to support SSC outcomes with the most effective resources; developing national and international connections
- Building resources or connecting circles with resources to scale proven models for lasting systemic change

### **Factors That Make the SO's Role Effective**

- Being a trusted stakeholder/organization in the eyes of stakeholders
- Having strong facilitation skills
- Building strong relationships among circle members
- Unveiling the opportunities and obstacles related to the issues
- Using feedback as a teaching tool
- Carrying out a strong and transparent coordination process
- Coming up with an inclusive experience that reduces barriers to participation
- Ensuring common ownership

**Description**

They are active and effective individuals who come together upon the invitation of the SO, ready to contribute to create a collective impact on the relevant issue and highly motivated to create change.

**Roles and Responsibilities**

- Participation in 2 two-hour meetings per month on average (*may vary depending on SSC needs.*)
- Assuming an active role and responsibility in the process of producing solutions and implementing the produced solutions in line with corporate resources and expertise.
- Active participation and continuity in the SSC process
- Transferring the experience and learnings from the SSC process to the relevant organization
- Identifying and informing the internal representative who will assume the role and responsibilities in the process in potential cease of SSC participation
- Compliance with the articles specified in the Goodwill Policy, working principles and the circle agreement

**Factors That Make the SSC Participant's Role Effective**

- Having first-hand knowledge and experience on the subject
- High motivation to create change and take action
- Active and continuous participation in the process
- Authority to represent the organization and take decisions/initiatives
- Ability to transfer the gains from the process to daily work
- Strong interaction with teammates/stakeholders within the organization

**Benefits**

- Opportunity to change the system in the field of work
- Effective and efficient use of resources
- Producing effective solutions through mutual learning and collaboration
- Creating scalable and sustainable impact

**Description**

A participant who facilitates the SCC process in communication and cooperation with the SO and allocates approximately 4-6 hours of additional time per month compared to other participants.

**Roles and Responsibilities****Meeting Preparation**

- Reviewing the meeting agenda sent by the SO and updating it if necessary
- Reviewing the meeting contents, tools and guidelines sent by SO and updating them if necessary
- Finalizing the flow and content before each meeting

**Discussion Management**

- Managing the flow of meetings; facilitating discussions and exercises
- Taking responsibility for creating and maintaining an inclusive and participatory environment in the circle

**Process Management**

- Ensuring that the circle is progressing in compliance with the collective impact journey; taking action for improvement and/or informing the SO when necessary
- Monitoring the interim responsibilities of the participants and guiding them when necessary

**Relationship Management**

- Managing and strengthening relationships among SSC participants
- Monitoring the active participation and continuity of the participants in the process; taking action for improvement and/or informing the SO when necessary.

**Information Flow and Representation**

- Ensuring the flow of information between circles in communication with other SSC facilitators
- Serving continuously as a bridge between the SO and SSC and ensuring mutual flow of information
- Representing the SSC in internal and external communication activities

**Reporting & Archiving**

- Reporting process outputs and archiving them in collaborative work areas
- Regularly sharing meeting notes and process outputs with the SO

**Factors That Make the Facilitator's Role Effective**

- Becoming more than a symbolic leader, staying ready to take initiative for the success of the circle, and being able to bear responsibility for the process.
- Acting as a facilitator who facilitates participatory and inclusive decisions rather than a decision maker
- Being able to represent different perspectives within the circle
- Having the skills to undertake key tasks and the competence to implement the Deep Democracy approach

**Description**

Individuals who are not involved in a SSC, but contribute to and/or benefit from the process, have cross-sectoral representation (civil society, public, private sector), and remain active and effective in their field. These actors can be individuals or organizations from all sectors, expertise and experiences, defined as ecosystem stakeholders for the relevant subject. The role of the stakeholder may vary depending on their place in the ecosystem, their competencies and activities.

**Roles and Responsibilities**

- Monitoring the activities and outputs of SSCs in communication with the SO
- Ensuring communication and taking action to meet the needs arising from SSC processes
- Evaluating and taking action on collaboration opportunities arising from SSC processes
- Contributing to stakeholder interviews, implementation, impact monitoring and evaluation processes of SSCs based on the circle's needs
- Providing resources, information and links during the dissemination of SSC activities and outcomes

**Description**

A group consisting of people who monitor SSC activities and outputs, provide them with strategic direction, and take responsibility at key decision-making moments for effective progress. The SO member within the Steering Committee takes responsibility for meeting coordination, agenda setting, facilitation, reporting and follow-up of commitments.

**Roles and Responsibilities**

- Ensuring that SCC activities serve the common vision and strategies
- Monitoring and supporting the progress of SSC processes
- Evaluating the model suggestions of SSCs; making a suggestion to forward to the Suna's Daughters Steering Committee for the management and distribution of resources that will support implementation.
- Acting as a spokesperson to increase the awareness and reach of SSC activities
- Participating in meetings every 4-6 weeks over a period of 6-12 months.
- Evaluating service procurement proposals in line with SSC needs and making recommendations to forward to Suna's Daughters Steering Committee

# Solution and Support Circles **Collective Impact Journey**

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## SECTION III



SUNA'S DAUGHTERS

# Solution and Support Circle Journey Steps

Each SSC contributes to change in relation to a specific subject, following a collective impact journey that is customized to the needs of its participants through joint decisions. The main stops of SSCs in this journey and the targeted benefits are summarized below.

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## **STEP 0: ORGANIZATION**

The SSC journey begins with the Supporting Organization sharing circle participation calls and identifying circle participants as a result of the preliminary efforts carried out with the Circle Stakeholders. This step is completed by meeting the circle participants, obtaining their commitment to participate, and accepting the Goodwill Policy.

## **STEP 1: COLLABORATION**

After the formation of circles, the goal is to develop a common understanding of the subject tackled by the SSC and reach consensus on key concepts and rules of collaboration within the circle. This step is completed by identifying the impact target, targeted final outcomes for girls, and interim changes linked to the change targets.

## **STEP 2: DEEPENING**

After the collaboration step, the goal is to deepen the root causes and identify action areas in line with the determined intermediate changes. At the end of this step, the circle agrees on priority action areas.

## **STEP 3: IDEA GENERATION**

After the deepening step, the goal is to generate common ideas on the determined priority actions, prioritize the ideas and propose a model. At the end of this step, the circle carries out preparations to share the model proposal and implementation plan with other circles and the Supporting Organization (and the Steering Committee).

## **STEP 4: MODEL PRESENTATION**

Circle participants share the model proposal with other circles and the Supporting Organization (and the Steering Committee) and make the final touches based on the feedback. At the end of this step, the circle carries out preparations for the implementation period.

## **STEP 5: IMPLEMENTATION AND MONITORING**

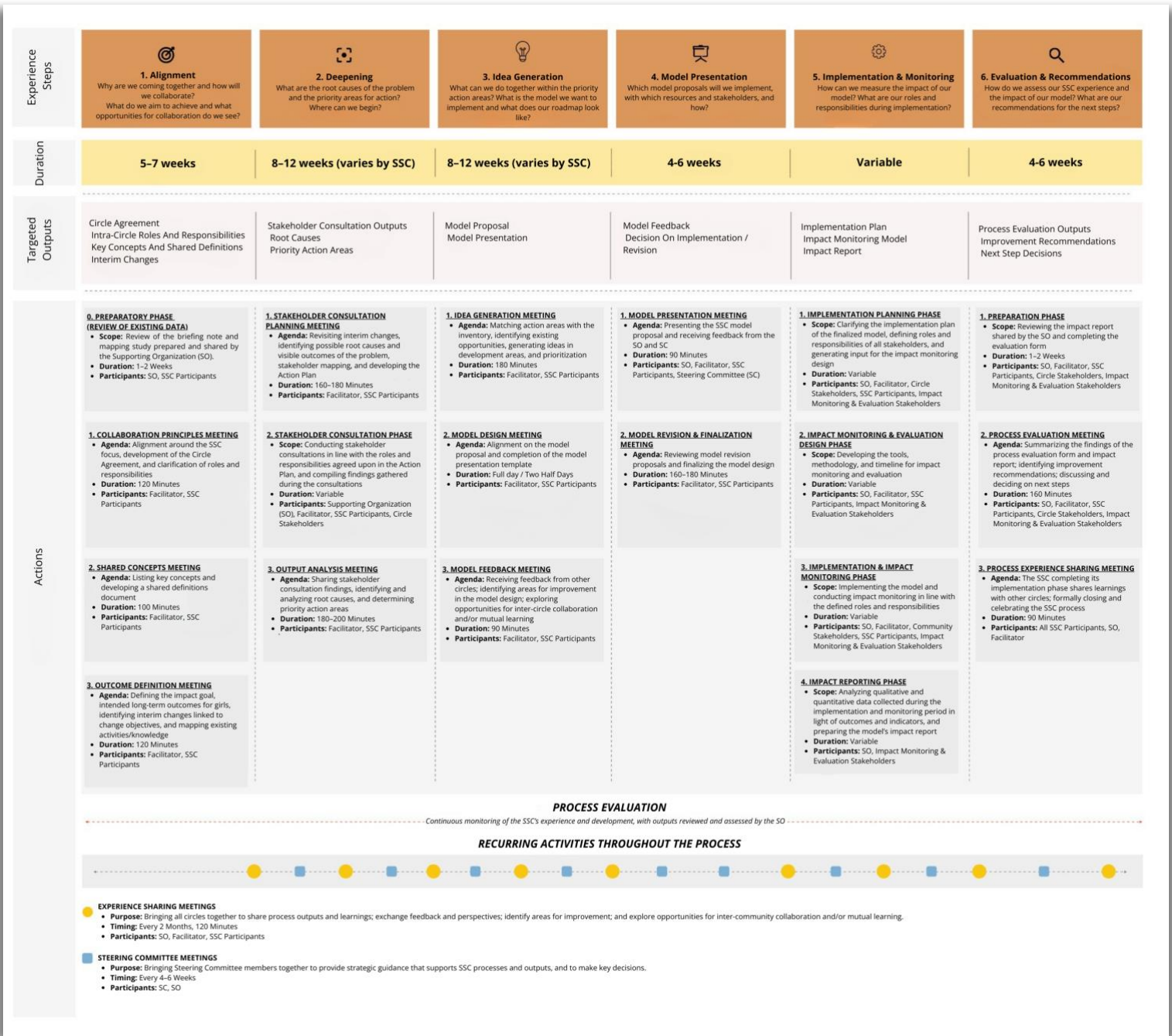
After the model presentation, the goal is to implement the model proposal and monitor its impact with the active participation of the Supporting Organization and Circle Stakeholders. This trial-and-error process enables on-site practice of ideas for stakeholders.

## **STEP 6: EVALUATION AND SUGGESTIONS**

After the implementation and monitoring process, the goal is to analyze the implementation impact monitoring & evaluation outputs and process monitoring & evaluation outputs and make recommendations for the next steps. Decisions regarding the model implementation process and the continuation of the SSC journey are made at the end of this step.

# Solution and Support Circle Experience Map

The steps of the SSC collective impact journey are summarized in the experience map shared below.



# Regular Meetings

Below are the regular meetings in the SSC collective impact journey.

## EXPERIENCE SHARING MEETING



### Description

Experience Sharing Meetings aim to bring all SSCs together to draw inspiration from each other, discover areas of improvement regarding their own processes, and unlock opportunities for inter-circle collaboration and/or mutual learning.



### Time

Experience Sharing Meetings are held every two months after the start of the SSC experience journey.

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## STEERING COMMITTEE MEETING



### Description

Steering Committee Meetings aim to bring together Committee members under the leadership of the SO and provide strategic direction and support in key decisions regarding the SSC process and outcomes.



### Time

Steering Committee Meetings are held every 4-6 weeks, starting from the establishment of the SSC.

# Solution and Support Circles Evaluation Approach

Evaluation of Solution and Support Circles involves two distinct matters. First one is the evaluation of the SSC experience journey, while the second one is the evaluation of the contribution made by the model developed by the circles to the impact targets. Details of the evaluation approach are shared below.

## 1. Experience Evaluation

### **Description**

Continuous monitoring of the CSA experience and development and evaluation of outcomes by the SO.

### **What are evaluation tools?**

Mid-Term Evaluation Survey\*

Experience Sharing Meeting Closing Circles Process

Evaluation Form\*\*

Process Evaluation Meeting Outputs

*\*Mid-Term Evaluation Survey is shared with the SSC participants by the SO at the Experience Sharing meetings held every two months.*

*\*\*Process Evaluation Form is shared with the SSC participants and Circle Stakeholders by the SO before the Process Evaluation Meeting.*

### **Function**

Evaluation continues under the leadership of the SO throughout the SSC experience journey, areas of improvement are identified by regular analysis, and action is taken based on feedback. These evaluations provide input into experience improvement actions and contribute to the continuous improvement of the process and the success of the circles.

## 2. Impact Evaluation

### **Description**

Monitoring and evaluation of the models developed by SSCs in accordance with interim changes and indicators.

### **Function**

It is carried out during the Implementation and Monitoring Period based on the approach, methods and tools to be determined during the Impact Monitoring and Evaluation Design Period under Implementation and Monitoring, Step 4 of the SSC experience journey, and impact outputs are shared with all stakeholders at the end of the Impact Reporting Period.

# STEP 0: ORGANIZATION

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## **Purpose:**

The SSC journey begins with the Supporting Organization sharing circle participation calls and identifying circle participants as a result of the preliminary efforts carried out with the Circle Stakeholders. This step is completed by meeting the circle participants, obtaining their commitment to participate, and accepting the Goodwill Policy.



## **Target Outputs:**

Solution and Support Circles Focus Areas  
Establishing Solution and Support Circles



## **Estimated Time:**

Variable



## **Activities:**

Research and Mapping Study  
Establishing Solution and Support Circles  
Solution and Support Circles Reception  
Solution and Support Circle Participation Decision  
Signing the Circle Goodwill Policy  
Identifying Facilitators

# ACTIVITIES

## 1. RESEARCH & MAPPING STUDY

### **Scope**

Based on the collective impact target, conducting field research with circle stakeholders, mapping existing interventions on the subject, conducting opinion-seeking meetings and holding focus group discussions. Completing the research report and creating a road map.

### **Time: Variable.**

### **Participants:**

SO, Circle Stakeholders

### **Roles and Responsibilities**

- **SO:** Mobilizes relevant circle stakeholders, completes research and shares the research with actors in the field.
- **Circle Stakeholders:** Contributes to the research and mapping process.

## 2. ESTABLISHING SOLUTION AND SUPPORT CIRCLES

### **Scope:**

Conducting SSC calls, sharing participant forms and evaluating applications to create collective impact in areas with high urgency and stakeholder motivation based on the road map determined as part of the research.

### **Time: Variable**

### **Participants:**

SO, Circle Stakeholders

### **Roles and Responsibilities**

- **SO:** Determines SSC focus areas. Disseminates the SSC participant form among active and effective people with representation in the field (civil society, public, private sector). Evaluates the applications and finalizes the SSC participant lists.
- **Circle Stakeholders:** Fills out participant forms and shares them with the SO.

## 3. SOLUTION AND SUPPORT CIRCLES RECEPTION

### **Meeting Agenda:**

- Gathering of SSC participants and deep acquaintance
- Meeting and interaction between SSCs
- SO providing information about the process and next steps

### **Time: 180 min**

### **Participant:**

SSC Participants, SO, Circle Stakeholders

### **Roles and Responsibilities:**

**SSC Participants:** Participates actively in the meeting and receives information about the process.

**SO:** Handles the logistics and coordination of the circle reception and facilitates the meeting.

**Circle Stakeholders:** Participates actively in the meeting and receives information about the process.

4.  
SOLUTION AND  
SUPPORT CIRCLE  
PARTICIPATION  
DECISION

**Scope:**

Following the circle reception, participants share their commitments confirming their participation in the SSC within the designated time.

**Time: 2 Weeks**

**Participants:**

SSC Participants, SO

**Roles and Responsibilities**

- **SO:** Informs participants, obtains commitments and creates the final participant list.
- **SSC Participants:** Evaluates the participation decisions and chooses the desired SSC, changes or leaves based on preference.

5.  
SIGNING THE CIRCLE  
GOODWILL POLICY

**Scope:**

Sharing the Goodwill Agreement with SSC participants who have made their commitment to participate and signing the contracts.

**Time: 1 Weeks**

**Participants:**

SSC Participants, SO

**Roles and Responsibilities**

- **SO:** Prepares the Circle Goodwill Agreement and shares it with SSC participants.
- **SSC Participants:** Signs the Goodwill Agreement and shares it with the SO.

6.  
IDENTIFYING  
FACILITATORS

**Scope:**

Identifying facilitators through a call by the SO following the finalization of the SSC participants.

**Time: 1 Weeks**

**Participants:**

SSC Participants, SO

**Roles and Responsibilities**

- **SO:** Shares with the participants the facilitator call, which includes the roles and responsibilities of the facilitator, evaluates the applications and identifies the facilitators.
  - **SSC Participant:** Examines and evaluates facilitator roles and responsibilities.
-

# STEP 1:

# COLLABORATION

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## **Purpose:**

After the formation of circles, the goal is to develop a common understanding of the subject tackled by the SSC and reach consensus on key concepts and rules of collaboration within the circle. This step is completed by identifying the impact target, targeted final outcomes for girls, and interim changes linked to the change targets.



## **Target Outputs:**

Circle Agreement  
Circle Roles and Responsibilities  
Key Concepts and Common Definitions  
Interim Changes



## **Estimated Time:**

5 - 7 Weeks



## **Activities:**

Preliminary Study (*Analysis of Existing Data*)  
Collaboration Rules Meeting  
Conceptual Collaboration Meeting  
Conclusion Meeting

# ACTIVITIES

## PRELIMINARY STUDY Analysis of Existing Data

### **Scope:**

Review of the information note and mapping study prepared and shared by the SO.

### **Time: 1-2**

### **Weeks**

### **Participants**

SO, SSC Participants

### **Roles and Responsibilities**

- **SO:** Prepares the research information note and mapping study and shares them with SSC participants.
- **SSC Participant:** Reviews the information note and mapping study before the meeting and forwards any additional questions/requests (if any) to the facilitator.

## 1. COLLABORATION RULES MEETING

### **Agenda Items**

- SSC collaboration
- Preparing the circle agreement
- Collaboration on circle roles and responsibilities

### **Time: 120 min**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participant:** Examines the information notes and resources before the meeting. Actively participates in the meeting and follows up on assigned tasks through communication channels after the meeting and fulfills the relevant responsibilities.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
- **SO:** Shares the agenda items and meeting flow with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator. Monitors meeting participation.

## 2. CONCEPTUAL COLLABORATION MEETING

### **Agenda Items**

- Listing key concepts
- Creating a common definition file

### **Time: 100 min**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting. **SO:** Shares the agenda items and meeting flow with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting.

3.  
CONCLUSION MEETING

**Agenda Items**

- Going over the impact target and intended end results for girls
- Determining interim change
- Inventory (current activity and information) mapping

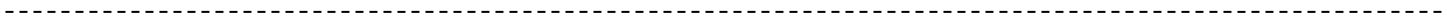
**Time: 120 min**

**Participants**

SSC Participants, Facilitator

**Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting. **SO:** Shares the agenda items and meeting flow with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.



# STEP 2: DEEPENING

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## **Purpose:**

After the collaboration step, the goal is to deepen the root causes and identify action areas in line with the determined intermediate changes. At the end of this step, the circle agrees on priority action areas.



## **Target Outputs:**

Stakeholder Interview  
Outputs Root Causes  
Priority Action Areas



## **Estimated Time:**

8 - 12 Weeks (variable depending on the SSC)



## **Activities:**

Stakeholder Interview Planning Meeting  
Stakeholder Interview Period  
Output Analysis Meeting

# ACTIVITIES

## 1. STAKEHOLDER INTERVIEW PLANNING MEETING

### **Agenda Items**

- Going over interim changes
- Identifying the likely and apparent consequences of the issue
- Stakeholder mapping
- Creating an Action Plan and determining roles and responsibilities

**Time: 160-180 min**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participants:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
- **SO:** Shares the agenda items with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.

## 2. STAKEHOLDER INTERVIEW PERIOD

### **Scope**

All SSC participants conducting stakeholder interviews as part of the roles and responsibilities shared in the action plan, and compiling the findings obtained during the interviews in the SSC's joint work file.

**Time: Variable.**

### **Participants**

SSC Participants, Facilitator, SO, Circle Stakeholders

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in stakeholder meetings and monitors the process. Shares the relevant needs with the Facilitator.
- **Facilitator:** Monitors the needs of SSC participants and shares them with the SO and Circle Stakeholders.
- **SO:** Enables communication and collaboration between circle stakeholders and SSC participants during stakeholder consultations. Monitors the stakeholder interview process of SSCs and fulfills logistics and coordination responsibilities.
- **Circle Stakeholders:** Evaluates the SSC needs shared by the facilitator and supports the process.

## 3. OUTPUT ANALYSIS MEETING

### **Agenda Items**

- Sharing the outcomes of stakeholder interviews
- Identifying and analyzing root causes
- Determining the priority action areas indicated by the root cause analysis

**Time: 180-200 min**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting, shares the findings of stakeholder interviews and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
- **SO:** Shares the agenda items and flow with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.

# STEP 3:

## IDEA GENERATION

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### **Purpose:**

After the deepening step, the goal is to generate common ideas on the determined priority actions, prioritize the ideas and propose a model. At the end of this step, the circle carries out preparations to share the model proposal and implementation plan with other circles and the Supporting Organization (and the Steering Committee).



### **Target Outputs:**

Model Suggestion  
Model Presentation



### **Estimated Time:**

8 - 12 Weeks (variable depending on the SSC)



### **Activities:**

Idea Generation Meeting  
Model Design Meeting  
Model Feedback Meeting

# ACTIVITIES

## 1. IDEA GENERATION MEETING

### **Agenda Items**

- Action areas - inventory matching
- Identifying existing opportunities
- Generating and prioritizing ideas in areas of improvement

**Time: 180 min**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
- **SO:** Shares the agenda items with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.

## 2. MODEL DESIGN MEETING

### **Agenda Items**

- Collaboration on model suggestion
- Filling out the model presentation template:
  - Determining the model purpose
  - Mapping the stakeholders
  - Preparing implementation steps and schedule
  - Defining the impact of the model
  - Determining the sources and limitations of the model
  - Identifying stakeholder roles and responsibilities

**Time: Full Day / 2 Half Days**

### **Participants**

SSC Participants, Facilitator

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
- **SO:** Shares the agenda items with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.

## 3. MODEL FEEDBACK MEETING

### **Meeting Purpose and Agenda:**

SSC participants share the model design with all circles to discover improvement areas of the model, as well as opportunities for collaboration and/or mutual learning between circles.

**Time: 90 min**

### **Participants**

All SSC Participants, Facilitator, SO

### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
- **Facilitator:** Summarizes the outputs of the circle before the meeting and shares the model developed during the meeting on behalf of the circle. Compiles the notes and shares them with the circle after the meeting.
- **SO:** Shares the agenda items and meeting invitation with all circles before the meeting and organizes the meeting.

# STEP 4:

# MODEL PRESENTATION

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### **Purpose:**

Circle participants share the model proposal with other circles and the Supporting Organization (and the Steering Committee) and make the final touches based on the feedback. At the end of this step, the circle carries out preparations for the implementation period.



### **Target Outputs:**

Model Feedback  
Implementation / Revision Decision



### **Estimated Time:**

4 - 6 Weeks



### **Activities:**

Model Presentation Meeting  
Model Revision and Finalization Meeting

# ACTIVITIES

## 1. MODEL PRESENTATION MEETING

### Agenda Items

- Transferring the SSC Model proposal
- Evaluation / Receiving feedback from SO and SC

**Time: 90 min**

### Participants

SSC Participants, Facilitator, SO, SC

### Roles and Responsibilities

- **SSC Participant:** Carries out preparations, participates in the meeting and fulfills the responsibilities determined in the meeting flow.
- **Facilitator:** Ensures that the model presentation is finalized, rehearses, and fulfills the responsibilities determined in the meeting flow before the meeting.
- **SO:** Undertakes the organization of the meeting, coordination and facilitation of the participants. Shares feedback and improvement suggestions on the model proposal with the Steering Committee. Shares meeting notes with participants and agrees with the SC on the final decision for the next steps. Informs the SSC participants.

## 2. MODEL REVISION AND FINALIZATION MEETING

### Agenda Items

- Evaluating model revision suggestions
- Creating the final model design

**Time: 160-180 min**

### Participants

SSC Participants, Facilitator

### Roles and Responsibilities

- **SSC Participant:** Actively participates in the meeting and follows up on communication channels after the meeting.
  - **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes and requirements with the SO after the meeting.
  - **SO:** Shares the agenda items with the facilitator before the meeting; supports the facilitator with the necessary tools and resources. Evaluates the notes and requirements shared by the facilitator after the meeting. Informs the facilitator.
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# STEP 5: IMPLEMENTATION AND MONITORING

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## **Purpose:**

After the model presentation, the goal is to implement the model proposal and monitor its impact with the active participation of the Supporting Organization and Circle Stakeholders. This trial-and-error process enables on-site practice of ideas for stakeholders.



## **Target Outputs:**

Implementation Plan  
Impact Monitoring Model  
Impact Report



## **Estimated Time:**

Variable



## **Activities:**

Implementation Planning Period  
Impact Monitoring and Evaluation Design Period  
Implementation and Impact Monitoring Period  
Impact Reporting Period

# ACTIVITIES

## 1. IMPLEMENTATION PLANNING PERIOD

### Scope

Clarifying the implementation plan of the final model determined in the Model Revision and Finalization Meeting, identifying the roles and responsibilities of all stakeholders who will actively participate in the implementation, and producing sufficient information for the impact monitoring design.

### Time: Variable

### Participants

SO, Facilitator, Circle Stakeholders, SSC Participants, Impact Monitoring and Evaluation Stakeholders

### Roles and Responsibilities

- **SO:** Undertakes the preparation of implementation, coordination of implementation stakeholders, and coordination of impact monitoring and evaluation.
- **Facilitator:** Monitors the implementation preparation and stakeholder coordination process of the SO; informs the SSC participants in areas deemed necessary.
- **SSC Participant:** Monitors the process and offers support in areas deemed necessary.
- **Circle Stakeholders:** Examines and evaluates the information provided by the SO. Shares feedback and needs (if any) with the SO. Determines the roles and responsibilities in the implementation period and prepares for the implementation period.
- **Impact Monitoring and Evaluation Stakeholders:** Examines the documents shared by the SO and starts preparations for the Impact Monitoring and Evaluation Design.

## 2. IMPACT MONITORING AND EVALUATION DESIGN PERIOD

### Scope

The responsible stakeholder provides the Impact Monitoring and Evaluation tools, methods and calendar in line with the determined scope and calendar.

### Time: Variable

### Participants

SO, Facilitator, SSC Participants, Impact Monitoring and Evaluation Stakeholders

### Roles and Responsibilities

- **SO:** Actively follows the work of Impact Monitoring and Evaluation stakeholders. Provides feedback.
- Plans meetings with the SSC members through the facilitator as needed and shares the invitation.
- **Facilitator:** Communicates with the SSC through common communication channels in line with the needs conveyed by the SO.
- Facilitates meetings (if any).
- **SSC Participant:** Actively monitors common communication channels and fulfills interim responsibilities (if any). Participates in meetings (if any) and provides information and feedback to impact monitoring and evaluation stakeholders.
- **Impact Monitoring and Evaluation Stakeholders:** Provides the method, designs the tools and determines the schedule by working on the implementation plan of the model. Shares feedback and needs with the SO if needed.

3.  
IMPLEMENTATION  
AND IMPACT  
MONITORING  
PERIOD

**Scope**

Implementing the designed implementation steps in light of the determined roles and responsibilities and monitoring the impact of the applications.

**Time: Variable\***

*\*When necessary, meetings can be organized between SSCs and relevant stakeholders during the implementation and monitoring period.*

**Participants**

SO, Facilitator, Circle Stakeholders, SSC Participants, Impact Monitoring and Evaluation Stakeholders

**Roles and Responsibilities**

- **SO:** Enables communication and collaboration between all stakeholders during the implementation process. Monitors the processes of all stakeholders and fulfills logistics and coordination responsibilities.
- **SSC Participant:** Actively participates in the implementation study and monitors the process. Shares the relevant needs with the Facilitator.
- **Facilitator:** Monitors the needs of SSC participants and shares them with the SO and Circle Stakeholders.
- **Circle Stakeholders:** Evaluates the needs shared by the SO and supports the process.
- **Impact Monitoring and Evaluation Stakeholders:** Fulfills the roles and responsibilities determined in the impact monitoring and evaluation calendar.

4.  
IMPACT REPORTING  
PERIOD

**Scope**

Analyzing the qualitative and quantitative data collected through the defined tools during the implementation and monitoring period in line with the results and indicators, and reporting the impact of the relevant model.

**Time: Variable\***

*\*When necessary, meetings can be organized between SSCs and relevant stakeholders during the impact reporting period.*

**Participants**

SO, Impact Monitoring and Evaluation Stakeholders

**Roles and Responsibilities**

- **SO:** Manages the reporting of Impact Monitoring and Evaluation activities. Provides regular feedback on the work of Impact Monitoring and Evaluation Stakeholders and shares the prepared report with SSC participants.
- **Impact Monitoring and Evaluation Stakeholders:** Analyzes, reports and shares the data with the SO. Finalizes the report in light of the SO's feedback.



# STEP 6:

## EVALUATION AND SUGGESTIONS

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### **Purpose:**

After the implementation and monitoring process, the goal is to analyze the implementation impact monitoring & evaluation outputs and process monitoring & evaluation outputs and make recommendations for the next steps. Decisions regarding the model implementation process and the continuation of the SSC journey are made at the end of this step.



### **Target Outputs:**

Process Evaluation Outcomes  
Development Suggestions  
Next Step Decisions



### **Estimated Time:**

4 - 6 Weeks



### **Activities:**

Preliminary Preparation Period:  
*(Reviewing the Impact Report and Filling Out the Process Evaluation Form)*  
Process Evaluation Meeting Process  
Experience Sharing Meeting

## Activities:

### 1. PRELIMINARY PREPARATION PERIOD

#### **Scope:**

Reviewing the impact report shared by the SO and filling out the Process Evaluation Form.

#### **Time: 1-2 Weeks**

#### **Participants**

SO, Facilitator, SSC Participants, Circle Stakeholders, Impact Monitoring and Evaluation Stakeholders

#### **Roles and Responsibilities**

- **SO:** Shares the impact report with the SSC participants and Circle Stakeholders involved in the implementation process. Sends the form prepared for the evaluation of the process and outputs to the participants; analyzes and summarizes the feedback.
- **SSC Participant and Circle Stakeholders:** Examines the impact report shared by the SO, takes notes on areas of improvement regarding the model implementation to share in the evaluation and recommendations step, and fills out the Process Evaluation Form.

### 2. PROCESS EVALUATION MEETING

#### **Agenda Items**

- Summarizing the Process Evaluation Form and Impact Report outputs
- Identifying improvement suggestions regarding the process
- Discussing and deciding on next steps

#### **Time: 160 min**

#### **Participants**

SO, Facilitator, SSC Participants, Circle Stakeholders, Impact Monitoring and Evaluation Stakeholders

#### **Roles and Responsibilities**

- **SO:** Summarizes and conveys the outputs of the Process Evaluation Form and actively participates in the meeting. Informs the SC about the meeting outcomes and decisions taken. Compiles the suggestions for the future strategy of the SSC.
- **Facilitator:** Reviews the flow and content before the meeting, shares feedback with the SO and prepares for the meeting. Manages discussions and takes notes during meetings. Shares the meeting notes with the SO after the meeting.
- **SSC Participant and Circle Stakeholders:** Carries out preparations, participates in the meeting and fulfills the responsibilities determined in the meeting flow.

### 3. PROCESS EXPERIENCE SHARING MEETING

#### **Purpose and Agenda of the Process Experience Sharing Meeting:**

- Sharing learnings from the finalized SSC implementation with other SSCs
- Q&A's between SSCs
- Concluding and celebrating the SSC process

#### **Time: 90 min**

#### **Participants**

All SSC Participants, SO, Facilitator

#### **Roles and Responsibilities**

- **SSC Participant:** Actively participates in the meeting and evaluates mutual learning opportunities.
- **SO:** Handles meeting coordination. Analyzes and archives the outputs of the meeting and shares the meeting notes with the participants. Shares information with the SC and takes action in areas deemed necessary.
- **Facilitator:** Summarizes the learnings of SSCs before the meeting and shares them on behalf of the circle during the meeting.



SUNA'S DAUGHTERS