

WORLD RENEW COMMUNITY DEVELOPMENT PARTNERSHIP POLICY
FINAL, Approved Dec 5, 2016

Introduction

The scope of this policy is all long-term community development partnerships managed by the Regional Ministry Teams. By partnerships we mean commitments between World Renew and another self-governing organization to share resources and work co-responsibly for the mutually defined vision and goals of transformational community development. This document consolidates the key points of nineteen policy and guide documents adopted by FIT between 2003 and 2015.

The purpose of this policy is to preserve the spirit of mutual collaboration and co-responsibility in our partnerships, while maintaining World Renew's compliance with Canadian and US government legal requirements for charitable organizations, as well as our adherence to the Core Humanitarian Standards.

Partnership Strategy

World Renew enters into partnerships with local partner agencies out of the need to contextualize our vision and values and as a means to the shared vision of transformational community development.

SECTION 1: Who do we partner with?

- 1.1 World Renew selects partners based on the needs in the country and the opportunity for community impact. The capacity level of both partners and World Renew staff will vary depending on the context, but the important shared value is a commitment to grow together in building our capacities to serve the poor effectively. Both high capacity organizations and low to medium capacity organizations assisted by World Renew staff consultation are viable options for targeting high-need areas and achieving community impact.
- 1.2 Ordinarily, partner organizations are churches and Christian organizations that are able to work in multi-faith contexts and committed to the same vision, values and use of asset-based approaches to overcoming disaster, poverty and injustice. In a few locations where partner organizations are not easily identifiable or present, World Renew uses a direct implementation approach to community development that includes the building up of local community-based organizations.

The nature of the partnership relationship

- 1.3 World Renew and the local partner are co-responsible for program design, implementation, monitoring, and evaluation to achieve community transformation. Where funding comes from World Renew, budget and human resources decisions should be made by consensus of both partners.

SECTION 2: Building organizational capacity

- 2.1 The World Renew field consultant works with the partner each year to identify areas of needed growth in organizational capacity, to set goals for World Renew's consultation for capacity building, and implement that plan. Progress against those goals is tracked twice a year.
- 2.2 In addition, annual internal assessments on the capacity of current partners are conducted by the World Renew field consultant using the currently approved tools and process for organizational capacity monitoring.
- 2.3 The Partner Alert Status tracking system in Newdea is used by consultants, Team Leaders, and the Delta Team to document those situations where a partner organization is engaged in behavior that may end the partnership.

Institutional grant applications for partners

- 2.4 If there is an opportunity for a grant-funded program that is important and timely for impact on communities, and the partner does not meet all the eight organizational capacity areas, the World

Renew field consultant must make time available to assist and supervise the partner to meet the grant administration and project management requirements.

SECTION 3: Life of Partnership

Research and Development (R&D)

- 3.1 The average R&D process takes **two to four years**, after which the consultant can make an informed decision whether to apply for partnership approval or end the R&D.

- 3.2 The period of R&D with small pilot projects will depend on the current capacity and the evidence for future potential of an organization. Shorter R&D relationships are appropriate in order to include an organization in a grant proposal if they have a proven record of managing programs. Longer R&D would be appropriate for an organization in a high-need area that has a good vision and is receptive to capacity building.

- 3.3 OCI reporting for R&D partners is required. If a pilot project (which may include internally managed grants) is being done, then the budget and plan needs to be entered into Newdea and the number of communities needs to be reported. Community Capacity Indicators reporting is not required until the partnership has been approved.

Partner approval process

- 3.4 The consultant fills out the partnership questionnaire form (Appendix A) and submits it for approval to their supervisor, then the Ministry Team Leader, and then on to the Co-directors who bring it to CPAC and the World Renew JMC for approval, and to MLC, BOT and Synod for information. The Co-directors inform the Ministry Team Leader and field staff when/if the partner is approved.

Advancing partnerships

- 3.5 Long term partners should either be moving into new communities with a proven program, or adding new program components to further enhance capacity, justice, and resilience in communities.

- 3.6 If a partner has grown in capacity, and experiences a season when World Renew's contribution will be consultation only, without funding, we celebrate and transition to a networking or alliance relationship. We also stay open to new opportunities in the future, at which point all of World Renew's partner policies would need to be followed.

Ending partnerships

- 3.7 If a World Renew consultant or team leader assesses that a partner is no longer achieving community impact or that staff and funding resources need to be re-allocated to a more productive partner, a partnership may be suspended or ended. The procedures for termination in the current MOU with the partner should be followed, in consultation with the Ministry Team Leader. The Team Leader informs the Co-directors, who bring it to CPAC, the World Renew JMC, and appropriate denominational bodies for information.

- 3.8 If the partner and the World Renew consultant cannot agree on an MOU, the consultant must include at an early stage the Ministry Team Leader in the discussion. If no agreement can be reached, when the current MOU expires the partnership is suspended. The consultant must include the Ministry Team Leader in this decision and inform the Delta Team Leader. If subsequently World Renew and the partner come to agreement, an MOU can be established and the partnership re-activated.

- 3.9 If the consultant suspects that a partner has violated the Fraud and Corruption, Child Protection, Terrorism, or other policy, management action must be taken following the procedures described in the World Renew policy, including informing the CFO and co-directors immediately, and in compliance with the laws of the country.

SECTION 4: Requirements for Approved Partners

- 4.1 All approved partners are required to be tracking Organizational Capacity Indicators (OCI) and Community Capacity Indicators (CCI). Consultants are responsible to enter results on these indicators into Newdea twice per year.
- 4.2 Approved partners must track program results for all funded programs in the form of an Impact-Based Analysis (IBA). While general M&E responsibilities are shared between World Renew and the partner (see section 1.3), monitoring data is to be collected by the partner and entered into Newdea by World Renew consultants
- 4.3 World Renew staff must report on Planned and Actual Expenses for assigned Partner Budgets in Newdea.

Partnership Agreements (aka Memorandums of Understanding or MoUs)

- 4.4 All of the following need to be included in annual written agreements with any partner receiving funds. Ministry Team Leaders will approve the agreements after ensuring that the 10 key elements are included, and will make sure that the agreements (MoU's) are available on Newdea. The World Renew consultant and the partner's CEO and Board President should be signatory to MoU's.
 1. Descriptions of World Renew and the local partner, including vision/mission and values alignment and the shared philosophy of a transformational community development approach.
 2. Reasons for the partnership, and the role of each partner in planning and implementation.
 3. Description of the budgeting process, i.e. how the two partners will establish budgets for each grant or program, clarity about currencies and process to manage exchange rate variance, and conditions for release of variable budget.
 4. Description of the process for amending the budget and modifying the work plan during the year.
 5. Mutual expectations for financial transparency and accounting, audit, fund transfers, and use of remaining funds when a program or fiscal year is completed.
 6. Mutual commitments for monitoring, reporting, and evaluation of programs and community capacity.
 7. Mutual commitments to work in accordance with standards such as the Fraud and Corruption policy, anti-terrorism, child protection, and all other policies required by Core Humanitarian Standards.
 8. Consent by the local partner to record retention and providing access to the financial records for review by agency staff or designated volunteer / home office / regional auditors.
 9. Procedures for both partners to amend the agreement, and procedures in the event of termination of the partnership.
 10. Description of the goals for organizational capacity building and mutual expectations for support that each partner will provide.

A template for items 1-10 will be updated annually by Delta Team in consultation with the team leaders and included in the Planning Guide.

- 4.5 Contribution agreements including budgets, logical frameworks, and plans must be developed and signed for all internal World Renew (e.g. SAFS, PBJ, general program funds, etc.) and external grants to partners. The funding and performance agreements for grants may be made on

a different timetable from the annual MOU and may be attached to it at any time during the year. The contribution agreement should be signed before funding is sent and program work begins. Contribution agreements should be uploaded to Newdea.

Institutional grant sub-agreements:

4.6 Sub-award agreements between World Renew and institutional donors are handled as contribution agreements under 4.5, and may be multi-year.

Evaluations

4.7 A partnership evaluation is done every three years, in which we assess together the impact of our programs in the community, the general health of the partner organization, and the value of the consultation provided to the partner by World Renew. Partnership evaluations may be timed to combine with midterm or end-of-program evaluations for grants. See the Evaluation Policy for more information.

**APPENDIX A:
Process for Approving All World Renew Ministry Partners**

All new and renewal agreements between World Renew and another church or organization shall require administrative approval as outlined below:

- A. The World Renew field consultant fills out the partnership questionnaire form below and submits it for approval to their supervisor, then the Ministry Team Leader, and then on to the Co-directors who bring it to CPAC and the World Renew JMC for approval, and to MLC, BOT and Synod for information. The Co-directors inform the Ministry Team Leader and field staff when the partner is approved.
- B. The approval process requires documented responses to the following questions about wholistic ministry and synergistic collaboration. If a partner is in a context where the CRCNA or World Renew is not known so much, the staff can just put N/A (not applicable) for some of the responses. In answering the questions, staff are encouraged to reference alignment with World Renew's strategic priorities.

1. Questions concerning the recommendation for partnership
a) What is being proposed? Please describe the nature of the partnership:
b) Is this a cost-effective (stewardly) ministry for the poor, the target population, and for the partners involved in this agreement?
c) Is a consistent holistic ministry possible? <ul style="list-style-type: none"> i) Who is this proposed partner in terms of faith tradition, spiritual values, and commitment? ii) Can we ensure a meaningful gospel presentation? How will ministry envisioned under this partnership equip and move people to express kingdom values in all spheres of life?
d) Is a community church involved?
e) Is this partnership in alignment with the mandate and strategic plan of the CRC, World Renew and the specific ministry direction of the field where the partners are located? <ul style="list-style-type: none"> i) What is the specific vision that drives this proposed program/partnership? ii) Briefly show how the proposed partnership aligns with the CRCNA and World Renew vision, mission, and core values.
f) What are the resource factors (financial and human) and time lines (the length of the agreement)?
g) What is the specific recommendation?
2. Questions concerning synergistic collaboration with other CRC agencies and/or partners:
a) Was there joint planning with CRC agencies and/or other evangelical churches in the area that address vision, goals/objectives, and strategies of wholistic ministry?
b) Does the participation of the identified partner agency complement the agreed-to strategy?
c) Has the administration of other affected CRC agencies, and/or other evangelical churches, agreed to our working with the partner agency?