

POLICY NAME: Partnership Policy
APPROVED BY: CPAC
POLICY OWNER: Co-Directors

CATEGORY: Programming
APPROVED: February 12, 2020
NEXT REVIEW: February 2023

1. INTRODUCTION

World Renew exists to increase the capacity of communities and missional partners to engage in transformative practices that improve, in sustainable ways, the well-being of people made vulnerable by circumstances of poverty, disaster or injustice, in a manner that is consistent with available resources. World Renew, in its application of the Core Humanitarian Standard (“CHS”), is committed to strengthening local capacities by ensuring both the long-term community development programmes, as well as the disaster response work, building on local capacities, strengthening community resilience and enabling the development of local leadership and local organisations. Working effectively in partnership with a range of organisations helps to achieve this. World Renew works cross-culturally in multiple partnerships and leverages resources of many collaborators to effect sustainable change. In many cases, World Renew’s Global Ends can be achieved more effectively in partnership rather than by direct implementation. Thus, partnership is World Renew’s preferred approach in long-term community development.

2. SCOPE

This policy applies to all situations in which World Renew implements its work through partnership with another self-governing organisation (Implementing Partners). This includes providing financial, technical or human resources to another organisation in order to implement a programme, whether short-term relief and rehabilitation, or long-term recovery or community development. Collaborative Entities and Networks do not lie in the scope of this policy. Partnerships entered into with Donor Organisations in which World Renew is the implementing partner are also outside the scope of this policy.

3. PURPOSE

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 Standard (CHS).

4. PRINCIPLES

World Renew enters into partnerships with partner agencies out of the desire to contextualize our vision and values, in the belief that strengthening local capacities improves the resilience of communities, as a means to the shared vision of transformational community development, and as a means to more effective and efficient work in areas where communities are affected by disasters.

5. POLICY

5.1 Partner Selection

World Renew selects partners based on the needs in a country or region and the opportunity for impact. World Renew works with other organisations where and when World Renew's Global Ends can be achieved more effectively in partnership rather than by direct implementation.

World Renew uses specific criteria as the basis of the partner assessment and selection processes. The criteria include, but are not limited to, the following: World Renew's and the potential partner's vision and mission are compatible; there is commitment to build our capacities to serve the poor effectively; and the partner is capable of producing appropriately targeted, efficient results. The list of criteria is tailored for different types of partnerships established for different purposes. World Renew engages only with partners that are committed to applying the CHS in their work.

With respect to interactions with partners or those applying to be partners, World Renew shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy throughout the selection process.

5.2 Partner Agreements

World Renew's work with partners is governed by clear and consistent agreements (for example MOUs and/or partner agreements) that respect each partner's mandate, obligations and independence. The agreements also take into account respective constraints and commitments of each partner, and clearly indicate the type and extent of services that each partner will provide, financial obligations, reporting expectations, and terms for changing the agreement.

In some cases there are also Sub-Agreements with local partners related to Contribution Agreements of donors to World Renew, and separate funding agreements for specific projects.

World Renew will inform partners of this policy and provide a complaints mechanism (see

<https://worldrenew.net/complaints>) for partners who believe they have not been accorded a reasonable interpretation of their rights.

5.2.1 World Renew provides procedures and guidelines for approving partnerships and developing MOUs with long-term community development partners under the Regional Ministry Teams. The International Disaster Response Team provides procedures and guidelines for MOUs with partners (co-) implementing both small and large responses to disasters. Disaster Response Services provides guidelines for its volunteer teams that work with national, state, and local institutions.

5.2.2 Whenever World Renew provides funds to a partner organization, MOUs or sub-agreements will include the following:

- The budget and plan of action.
- The requirement to implement the CHS commitments in the work.
- The requirement to have an acceptable complaint mechanism.
- The requirement for all staff working on the project to have signed the World Renew Code of Conduct (or equivalent if partner has their own) and to have communicated expected behaviour of staff to communities.
- Information on how affected people will participate in different stages of the project: planning, implementation, and monitoring and evaluation.
- Information on how partners will enable affected people to provide feedback in a safe and accessible way.
- Information on how the programme or project will be monitored and evaluated.
- The requirement for audits and financial records retention.
- The requirements for reporting, both programme and financial.
- The requirement to adhere to key World Renew policies (or the partner's equivalent policies) such as Preventing Sexual Abuse and Exploitation, Safeguarding of Children, Vulnerable Adults, Anti-terrorism, Anti-Fraud and Corruption, Code of Conduct, Complaints, etc.).

5.3 Commitment to Core Humanitarian Standard

As part of the process of developing all of the above agreements and in ongoing work, World Renew will inform its partners of the commitment to the CHS applied to both disaster response and long-term community development work.

Communities and people affected by crisis, poverty and injustice:

1. Receive assistance appropriate and relevant to their needs.
2. Have access to the assistance they need at the right time.
3. Are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian and/or development action.
4. Know their rights and entitlements, have access to information and participate in decisions that affect them.

5. Have access to safe and responsive mechanisms to handle complaints.
6. Receive coordinated, complementary assistance.
7. Can expect delivery of improved assistance as organisations learn from experience and reflection.
8. Receive the assistance they require from competent and well-managed staff and volunteers.
9. Can expect that the organisations assisting them are managing resources effectively, efficiently and ethically.

World Renew will work with partners to build their capacity, where needed, to apply the CHS systematically throughout their programs.

5.4 Ongoing assessment and development of partner capacity

Prior to engaging in a new partnership, World Renew will assess whether an organisation has capacities such as governance structures, financial management skills, human resources, and technical expertise sufficient to enable a successful partnership. In ongoing partnerships, World Renew and the partner will jointly conduct annual assessments of organisational capacity and make a capacity-building plan according to the areas of need and opportunity that are identified.

6. MONITORING AND REVIEW

This Partnership Policy will be reviewed every three years and revised to incorporate any lessons learned during implementation or significant changes in context.

7. KEY TERMS AND DEFINITIONS¹

Collaborative Entities and Networks: organizations through whom we are able to access resources, training and opportunity (such as USAID, Global Affairs Canada, and others), and leverage influence (such as the Canadian Foodgrains Bank, Micah Network, and others), and coordinate efforts (such as national and state level Voluntary Organizations Active In Disaster (VOAD), Long-Term Recovery Groups (LTRG), and others). Collaborative entities and networks do not lie in the scope of this policy.

¹ World Renew commits to complying with its applicable statutory and legislative obligations. Accordingly, the specific definitions, terms or concepts used in this policy are for reference purposes only. If necessary, the applicable provincial or federal definitions mandated by the appropriate jurisdiction where an employee is employed, will take precedence and/or will supersede the definitions outlined in this policy.

Donor Organisation: A self-governing organisation that provides financial, technical or human resources to World Renew to implement a mutually agreed programme.

Implementing Partner: A self-governing organisation that receives financial, technical or human resources from World Renew to implement a mutually agreed programme. These include indigenous NGOs, church agencies, civil society organizations or other agencies that share World Renew's values and with whom we enter into covenant to share multiple resources for mutual strengthening. The partnership is dynamic enabling World Renew to adapt to changing partner needs and capacities.

MOU: A memorandum of understanding is a written agreement between two or more parties. It indicates an intended common line of action, and specifies the roles and responsibilities of each party.