

Policy Number: P01
Policy Area: Partnerships
Policy Title: Partnership Management Policy

Overview

Global Mission Partners is committed to developing and maintaining healthy and sustainable relationships with its local partners.

Purpose

In line with *G01 Mission, Values and Principles*, Global Mission Partners seeks to enter into partnerships with churches and Christian organisations. This policy outlines Global Mission Partners's approach to forming, managing and concluding partnerships.

Scope

The Relationship with Partners Policy applies to all Staff, Non-Executive Directors and Partners of Global Mission Partners and its entities.

Responsibility

It is the responsibility of the CEO and Director of Partnerships to implement this policy and monitor its performance.

Background

Because partnership is central to our theory of change, well managed relationships with our partners is essential for ensuring Global Mission Partners is successful in achieving its vision and mission.

Partnership success is mutuality dependent. As Ecclesiastes 4:9 famously reads “Two are better than one, because they have a good reward for their toil.”

Maintaining good relations with partners is well documented in the New Testament. In no less than 27 times, Paul and Barnabas appear together as mutually submissive co-workers (Acts 11-15). In this same spirit, Global Mission Partners aims to foster healthy relationships with partners that promote this type of mutuality, trust and fellowship.

Policy Statements

1. Mission, Values and Strategy alignment

- a. Global Mission Partners will consider new partnerships based on strategic criteria including geographic need, Human Development Index rankings (100 or less), Christian population data (30% or less), existing Churches of Christ connections, and the presence of strong local leadership and governance.

- b. All potential partnerships must be discussed with the CEO prior to formal engagement and assessed using the R01.6 Organisational Capacity Assessment Tool to ensure alignment with Global Mission Partners' mission, values, and operational standards.
- c. Where feasible, representatives from Global Mission Partners will meet with potential partners to explore identity, mission, and mutual alignment. A written expression of interest and reciprocal letter are required. If the partnership is deemed viable, a formal proposal will be presented to the Board, addressing the partner's capacity, historical relationship, expected outcomes, and sustainability.
- d. The Board may approve, defer, or decline the partnership. Approved partnerships will be documented using the P01.4 Partnership Agreement Template, signed by relevant officers, and established for a minimum of two years with regular review. This process ensures clarity of roles, shared commitment, and effective management—especially where Global Mission Partners funding is involved.

2. Relational and Mutual Partnerships

- a. Our partnerships are grounded in trust, mutual benefit, and respect for each partner's identity, autonomy, and context. We view partnership as a dynamic, relational process—one that requires time, personal investment, and shared commitment to God's mission. Partners are encouraged to engage in open dialogue, share resources and power, and support one another toward self-reliance and interdependence. This partnership is non-exclusive and values solidarity, learning, and mutual enrichment as essential to achieving common goals. Partners are free to enter other partnerships which are not in conflict with this one.

3. Holistic, Inclusive and Transformative Partnerships

- a. Guided by a holistic approach, we respond to physical, social, and spiritual needs through integrated church and community development initiatives.
- b. We give and serve without conditions, ensuring that participation in faith-based activities is never a prerequisite for accessing support. Our programs are developmental, empowering, and participative—designed to strengthen local leadership, promote dignity, and enable communities to pursue their own aspirations. They are built on authentic partnerships that honor the culture, insights, and aspirations of local communities.
- c. We commit to justice, inclusion, and cultural respect, recognizing and challenging systemic inequities while embracing diversity. Our work is relational at its core, grounded in presence, mutual respect, and long-term transformation. All projects are planned with sustainability in mind, aiming for local ownership and independence beyond our involvement.

4. Partner-Led Approach

- a. Global Mission Partners adopts a Partner-Led approach, where the initiative and design of projects are primarily driven by local partners. This model shifts

leadership and decision-making to local communities, supporting localisation and decolonisation. Global Mission Partners contributes by listening, offering development expertise, and providing resources.

- b. Partnerships are subject to a structured review cycle:
 - i. Annual Review: Partner feedback collected each year.
 - ii. Three-Year Review: Completion of the P01.6 Partnership Review Template and evaluation of Global Mission Partners' performance.
 - iii. Five-Year Review: Comprehensive partnership review, including an Organisation Capacity Assessment Tool (P01.2), with findings presented to the Board and potential renewal via a new agreement (R01.1 Template).
- c. For partners implementing projects, regular monitoring and activity reviews are required. These reviews assess key areas such as financial management, policy implementation, child protection, PSEAH, gender inclusion, and anti-terrorism compliance.

5. Defined Pathways for Impact

- a. Global Mission Partners is committed to a partner-led approach to effectiveness, guided by its Theory of Change (ToC). This framework provides a structured lens through which progress and impact are measured across all areas of engagement.
- b. The Theory of Change is built on three strategic pathways:
 - i. Partners: Strengthening relationships by supporting a shift from reliance to interdependence. This involves fostering mutual accountability, shared learning, and collaborative growth between Global Mission Partners and its partners.
 - ii. Projects: Promoting a transition from needs-based programming to rights-based development. Projects are designed to empower communities by recognizing their inherent rights, encouraging participation, and advancing sustainable, justice-oriented outcomes.
 - iii. Practice: Enhancing Global Mission Partners' own organisational competence and innovation. This includes continuous improvement in systems, leadership, and responsiveness to ensure effective support for partners and communities.
- c. This framework ensures that effectiveness is not only measured by outcomes, but also by the transformation of relationships, priorities, and practices. It underpins all monitoring, evaluation, and learning processes within Global Mission Partners.

6. Effective Partnerships

- a. Global Mission Partners is committed to ensuring partners are effective in delivering project goals and outcomes. Effectiveness is measured through regular partner visits, reports, and evaluations, which provide data for analysis, learning, and strategic improvement.
- b. Progress is assessed across three pathways of the Theory of Change (ToC):

- i. **Partners:** Assessed for growth in capacity, movement toward interdependence, and learning from practice. *Sources: Mid-Partnership Reviews, Capacity Strengthening Plans, Progress Reports, and Evaluations.*
- ii. **Projects:** Evaluated for outcomes, contribution to Sustainable Development Goals (SDGs), safety, inclusivity, and transformative impact. *Sources: Evaluations, Progress Reports, Risk Registers, and Most Significant Change stories.*
- iii. **Practice:** Measured by organisational learning, relevance of the ToC, and advancement of strategic goals. *Sources: Staff Reflections, the Annual Collection, and the Strategic Map.*
- c. Evaluations follow a theory-based approach aligned with the project's ToC and apply the OECD DAC criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. Formal evaluations are typically resourced at 2–4% of the project budget.
- d. Annually, Global Mission Partners synthesises data from reports, reviews, and evaluations into the Collection—a comprehensive assessment of program effectiveness, learning, and growth. This informs strategic planning and future recommendations.

7. Commitment to Partner Capacity Strengthening

- a. Global Mission Partners is committed to strengthening the capacity of its partners to fulfill their responsibilities effectively. This is achieved through a structured and ongoing capacity strengthening program that includes:
 - i. **Assessment and Planning:** Partner capacity is assessed at partnership formation and renewal using tools such as the Skills Audit and Organisational Capacity Assessment. A tailored Partner Capacity Strengthening Plan is developed and reviewed annually.
 - ii. **Education and Resources:** Capacity development is supported through newsletters, online resources, triennial conferences, and other educational channels.
 - iii. **Compliance and Governance:** A Compliance Database is maintained to track required policies and audits. Partners receive assistance in developing necessary governance and financial management policies.
 - iv. **Skill Development:** Focus areas include organisational capacity, program and financial management, and board governance. Partner input is actively sought to ensure relevance and effectiveness.
 - v. **Monitoring and Evaluation:** Progress on compliance and capacity strengthening plans is tracked annually. Data from project evaluations are incorporated into the P01.8 Effectiveness Measurement Framework and reviewed by the Advisory Groups.
- b. Global Mission Partners ensures that capacity strengthening is partner-specific, project-relevant, and aligned with compliance standards to promote sustainable development outcomes.

8. Partnerships Conclusion

- a. Global Mission Partners recognises that partnerships may evolve over time and, in some cases, may come to a natural or necessary conclusion. The decision to conclude a formal partnership will be made collaboratively where possible, with respect for the contributions and context of both parties.
- b. Reasons for concluding a partnership may include:
 - i. Completion of the agreed partnership term
 - ii. The partner has become self-sufficient and no longer requires support
 - iii. Organisational changes, such as mergers, that shift alignment with Global Mission Partners' principles
 - iv. Limited effectiveness in achieving shared goals
 - v. Ongoing failure to meet agreed standards or expectations, such as consistent reporting
 - vi. Serious breaches of conduct, including fraud, corruption, or failure to protect vulnerable people
- c. Global Mission Partners will follow the procedures outlined in the P01.8 *Concluding Partnerships Process* document to ensure transparency, fairness, and mutual understanding throughout the process.

9. Procedures and related forms

- a. P01.1 Relationship Template
- b. P01.2 Organisational Capacity Assessment Tool
- c. P01.3 Program Management Skills Audit Template
- d. P01.4 Partnership Agreement Template
- e. P01.5 Partner Capacity Strengthening Plan Template
- f. P01.6 Partnership Review Template
- g. P01.7 Effectiveness Measurement Framework
- h. P01.8 Concluding Partnerships Process
- i. P02.1 Project Concept Submission Form
- j. P02.2 Project Design Template
- k. P02.3 Project Budget and Acquittal Template
- l. P02.4 Project Risk Management Template
- m. P02.5 Project Appraisal Tool
- n. P02.6 Annual Project Agreement Template
- o. P02.7 Quarterly Project Progress Report Template
- p. P02.8 Monitoring Visit Report Template
- q. P02.9 Annual Project Report Template
- r. P02.10 COCOA Impact Report Template
- s. P02.11 Evaluation Process Guide
- t. P02.12 Evaluation Terms of Reference Template
- u. P02.13 Evaluation Report Template

10. References (other policies, legislation or codes)

- a. Related Policies
 - i. P02 International Development Policy
 - ii. R02 Local Church to Local Church Partnerships
 - iii. G01 Mission, Values and Principles

- b. Related Documents
 - i. [ACFID Code of Conduct](#)
 - ii. [Partnership Brokers Association](#)

TABLE 1. VERSION CONTROL TABLE

R01 Relationships with Partners			
Version Number	Purpose/change	Author	Date
1	Adopted	Board	JUN2008
2	Amended: no details	Board	MAY2018
2.1	New format with version control table. Document numbers updated	Policy Administrator	JUL2022
3	New format adopted and roles updated.	CEO	SEP2024
4	Reasons for concluding a partnership added.	CEO	JAN2025
5	Merged former COCOA policies into this policy, incorporating Approach to Development, TOC, Capacity Development and Effectiveness.	Board	MAR2026