

Policy Number: P02
Policy Area: Partnerships
Policy Title: International Development Policy

Overview

Global Mission Partners is committed to supporting our partners in their overseas aid and community development projects. We do this under the banner of Churches of Christ Overseas Aid (COCOA) which was first used in the 1990's to designate the Christian humanitarian aid projects from the traditionally Christian mission focused partnerships.

Purpose

The purpose of this policy is to guide Global Mission Partners in its community development and aid partnerships and projects.

Scope

This 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

There are a number of biblical accounts of humanitarian or community development projects, such as when Joseph stored up food in preparation for oncoming famines (Genesis 41), or Nehemiah's rebuilding project to provide protection and security to the remnant living in the ruins in Jerusalem (Nehemiah), or when the early church fed widows in Jerusalem (Acts 6).

Global Mission Partners is a church agency whose philosophy is derived from biblical and theological understanding. Transformation is understood holistically, as a process of improvement in the whole of human life – materially, socially and spiritually. While we long for the complete transformation of all people. GMP does not make engagement in any Christian activity a requisite for receiving the full benefits of any community development program (John 13:35).

Policy Statements

1. Development Approach

- a. Global Mission Partners operates COCOA (Churches of Christ Overseas Aid) to support community development and humanitarian/emergency response

activities alongside overseas partners working as agents of change within their communities.

- b. COCOA activities are distinguished by the following principles:
 - i. Strengths based approaches which develop the capacity of the communities in which we work.
 - ii. Processes that seek to address the causes of poverty.
 - iii. Processes that seek to empower rights holders to claim their rights and ensure that duty bearers exercise their duties.
 - iv. Support for systems and structures which enable people to move out of poverty.
 - v. Humanitarian/emergency responses and disaster recovery which meet immediate needs with a view to more sustainable long-term solutions.
- c. These are the activities that are normally supported through the COCOA partnerships and projects.
- d. GMP's public communications will highlight the nature of development activity.
- e. COCOA is a *Developing Country Relief Fund* under the Overseas Aid Gift Deduction Scheme (OAGDS) administered by the Australian Government's Department of Foreign Affairs and Trade. Tax-deductible receipts can be issued for projects meeting the criteria in the OAGDS guidelines.
- f. Global Mission Partners is a member agency of the Australian Council for International Development (ACFID), which guides the compliance standards for the international aid sector in Australia.

2. Non-Development Activities

- a. Global Mission Partners and our partners will make a clear differentiation between development and humanitarian/emergency response activities and non-development activities. Non Development Activities include:
- b. Proselytism/Evangelism
 - i. Any activity that includes the support or promotion of a particular religious adherence is considered a non-development activity and is promoted, managed and accounted for separately to the COCOA program.
 - ii. Activities promoting religious adherence will only be part of the ICP or IMA programs and will be identified as such in all relevant communication. Gifts to ICP and IMA are not tax-deductible and this will be clearly indicated.
- c. Partisan Politics
 - i. GMP does not provide support for partisan political activities which are activities which facilitate or support specific political individuals, organisations or parties.
 - ii. None of the three GMP programs support this type of activity.
- d. Welfare
 - i. The COCOA program does not support welfare activities, which are care and maintenance, which aims to maintain people in a particular condition on a longer-term basis. They fulfil a need but do not aim to increase the local community's ability to do the things that they value. The ICP and IMA programs may include welfare activities.
- e. Fund and Donor Management

- i. Funds raised for COCOA, ICP or IMA will be tracked, managed, reported and accounted for separately to ensure that contributions to each are applied to the correct program and with compliance to the relevant requirements. GMP accounting procedures will ensure that COCOA funds are separated from other funds. Gifts to COCOA activities are tax deductible and will be identified as such.
 - ii. Global Mission Partners is clear about the purpose of the funds being raised when communicating with or soliciting donations from private donors and the public. This policy also ensures that GMP is clear when applying funds to partner activities.
- f. Compliance
 - i. As a signatory to the ACFID Code of Conduct, in particular, Compliance Indicator 7.3.2, and compliance with the OAGDS Guidelines regarding ineligible activities and the ANCP Manual regarding Non-development activities (4.2), Global Mission Partners will consistently demonstrate the separation of development activities (which for these purposes include humanitarian/emergency responses) from non-development activities in:
 - Programming
 - Expenditure reporting
 - Fundraising
 - Advocacy campaigns
 - Communications
 - Choice for donors
 - Partner relations
- g. Partners Commitment
 - i. A commitment to separation of development and non-development activities will be included in our Partnership Agreements and restated and agreed to with each financial transfer to partners.
 - ii. Project Design documents and the Appraisal process will check non-development activities are not included in COCOA projects, that projects are in countries declared by the Minister for Foreign Affairs and Trade to be a developing country, and that COCOA has overall oversight of the project through input in design, approval and monitoring.
 - iii. Monitoring of projects will include checking the exclusion of non-development activities and partners' web presence and communications for differentiation between development¹ and non-development activities.
 - iv. COCOA will only engage global programs with international partners, alliances or affiliates, which we have assessed as complying with the OAGDS Guidelines.

3. Project Identification and Design

¹ For these purposes development includes humanitarian/emergency responses.

- a. Project Life Cycle - Projects are generally expected to proceed through the following stages:
 - Identification
 - Design and Appraisal
 - Implementation, Monitoring and Review
 - Evaluation and Learning
 - Completion
- b. Project Identification - Partners are responsible for developing project concepts based on their knowledge of local community needs and strengths. Project concepts are generally submitted by the end of January each year using the Project Concept Submission form. The COCOA team provides feedback on the concepts and invites the partner to proceed to the design stage.
- c. Project Design and Appraisal - Partners are responsible for project design, with support and mentoring from GMP staff as required. Project designs are generally submitted by the end of March each year using the Project Design Template as part of the annual budget cycle. The COCOA team provides feedback on the design which will include:
 - i. Project Budget - Project design will include a budget in the approved format showing that costs are reasonable and represent value for money.
 - ii. Management - Project design will specify management and administrative arrangements including staffing, financial accountability and reporting to ensure effective delivery.
 - iii. Participation & Empowerment - Project design will demonstrate that key stakeholders have been or will be involved in the design of the project and that they will have significant and meaningful opportunities to participate in the implementation, monitoring and evaluation of the project.
 - iv. Monitoring, Evaluation, Reporting & Learning - The project design will include a plan for monitoring, evaluation, reporting and learning that will demonstrate the effectiveness of the project, provide accountability and identify learning.
 - v. Sustainability - Project design will consider how the outcomes of the project will be sustained after the project is completed.
 - vi. Risk Management - Project design will identify risks and explain how they will be managed and mitigated. The risks of fraud and corruption, terrorism and child abuse will always be considered.
 - vii. Cross-Cutting Issues - The project design will show that it has taken into account all relevant cross-cutting issues. These include Gender, Disability and Environment.
 - viii. Safeguards - The project design will show that it has considered safeguards for project participants and community members including child protection, preventing sexual abuse, exploitation and harassment, and complaints handling
- d. Project Implementation, Monitoring and Review - Partners are responsible for the implementation of projects. They are required to submit progress reports

- quarterly. These reports are used as a basis for monitoring by GMP. A monitoring visit is conducted for most projects during their lifetime.
- e. Project Evaluation and Learning - Evaluation is done by the partner with support from GMP staff as required. Evaluations are conducted for most projects. The decision about which projects to evaluate is based on the strategic importance of learning from the evaluation, and the size and complexity of the project.
 - f. Project Completion - A project is complete when its objectives have been met and a final report and financial acquittal have been submitted and accepted.

4. Project Implementation

- a. Global Mission Partners will manage the Risk factors relating to COCOA partners and their projects.
 - i. COCOA projects designs will identify risks and document a risk mitigation plan.
 - ii. Partnerships Team will record COCOA risks in a risk register, to inform the organisational wide Risk Register.
 - iii. Partnership staff will monitor risks as part of monitoring and evaluation visits.
 - iv. Partners will report any risk changes or materialisation in their quarterly reports, informing the Executive Team and subsequently, the Board.
- b. Global Mission Partners will support cross-cutting issues in its COCOA partnerships and projects, these include:
 - i. Advocacy and Community Education
 - ii. Anti-Fraud and Anti-Corruption
 - iii. Child Protection
 - iv. Communication
 - v. Complaints
 - vi. Cultural and Spiritual Sensitivity
 - vii. Disability Inclusion
 - viii. Empowerment
 - ix. Environmental Impact and Management
 - x. Gender Equality
 - xi. Human Rights
 - xii. Networking
 - xiii. Non-discrimination
 - xiv. Community Participation
 - xv. Preventing Sexual Exploitation Abuse and Harassment
 - xvi. Trusting Relationships
 - xvii. Terrorism

5. Project Appraisal

- a. A formal appraisal process is essential for maintaining the quality and integrity of GMP's development work.
- b. The appraisal process is guided by best practices and compliance with the ACFID Code of Conduct and addresses the following:

- i. Scope - Projects should be developed according to the priorities of the partner. These priorities should be established through consultation.
- ii. Analysis - The planning and development of the project should be based on analysis of the situation (geographic, economic and social) in which it is located. Partners are key to understanding this context. Projects should be targeted to those who are most marginalised or are in greatest need.
- iii. Participation and Empowerment - Projects should be designed so that they are implemented through community participation to the greatest extent possible. Empowering local people by enabling them to fulfill more of their own goals and have greater say in their future must always be the goal.
- iv. Continuing Impact - The planning of project activities should include a strategy that enables the benefits of the project to be sustained after external support is withdrawn.
- v. Inclusiveness - Projects should proactively include both genders, people with a disability and ethnic and other minority or marginalised groups.
- vi. Safeguards - The planning and development of projects must safeguard children. Projects should enhance the environment and reduce disaster related risks within their scope.
- vii. Risk Management - A strategy should be in place to manage any risks that could foreseeably negate the impact of the project.
- viii. Capability and Accountability - The organisation should have the capacity to implement and properly account for the project. Capacity building should be included in projects as appropriate. The project should have a good prospect of success.

6. Monitoring and Evaluation

- a. Global Mission Partners will develop objectives for monitoring and evaluation visits, including the criteria for accompanying staff. Examples include:
 - i. Strengthen the partnership
 - ii. Verify use of funds
 - iii. Monitor progress toward project objectives.
 - iv. Recommend actions to the Global Mission Partners board and/or Partner (where appropriate)
- b. Evaluators must sign the Global Mission Partners Code of Conduct.
- c. Where necessary, a Police Check or Working with Children's Check may be required for some Evaluators.
- d. Evaluators will provide a report from the trip for presentation to the Executive Team within 4 weeks of returning.

7. Procedures and related forms

- a. P02.1 Project Concept Submission Form
- b. P02.2 Project Design Template

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

8. References (other policies, legislation or codes)

- a. Related Policies
 - i. P01 Partnership Management 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, Non-development Activities, Project Appraisal etc.	Board	MAR2026
6			