Programme Delivery Partnership Policy

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1. Policy Statement

This Policy establishes a shared understanding of partnership across Human Appeal and outlines a unified approach to managing programmatic partnerships in operational countries. It aims to strengthen strategic alignment, mitigate risk, and uphold core partnership principles. Recognising the diversity of partners, program goals, and contexts, the Policy provides a consistent framework and terminology to guide partnership models. Partnership will be integrated into strategic planning and operational delivery as a key modality for achieving impact.

2. Aims and Objectives

Human Appeal works with a wide range of partner organisations, reflecting the varied country contexts in which we operate. The Policy lays out the broad principles around which we build our partnerships and will:

- Outline consistent partnership directions and guidance within Human Appeal
- Define partnership in line with HA's visions, missions and strategic global objectives
- Determine HA's partnership principles
- Identify Human Appeal's partnership management cycle
- Present the purpose of building partnerships
- Type of partners and partnership agreements
- Differentiate between partners and suppliers
- Comply with the localization policies and requirements set by institutional donors

3. Definition of Partnership

Human Appeal defines partnership as a long-term, collaborative, two-way relationship between two or more organisations with a mutually agreed set of principles and accountabilities. Partnership means to working towards defined objectives that fulfil common goal of strengthen humanity's fight against poverty, social injustice and natural disaster. Entering into partnership entails strengthening of the capacities of both partners as committed actors to save lives, alleviate poverty, transform and empower local communities whilst championing humanity, impartiality, neutrality, and independence.

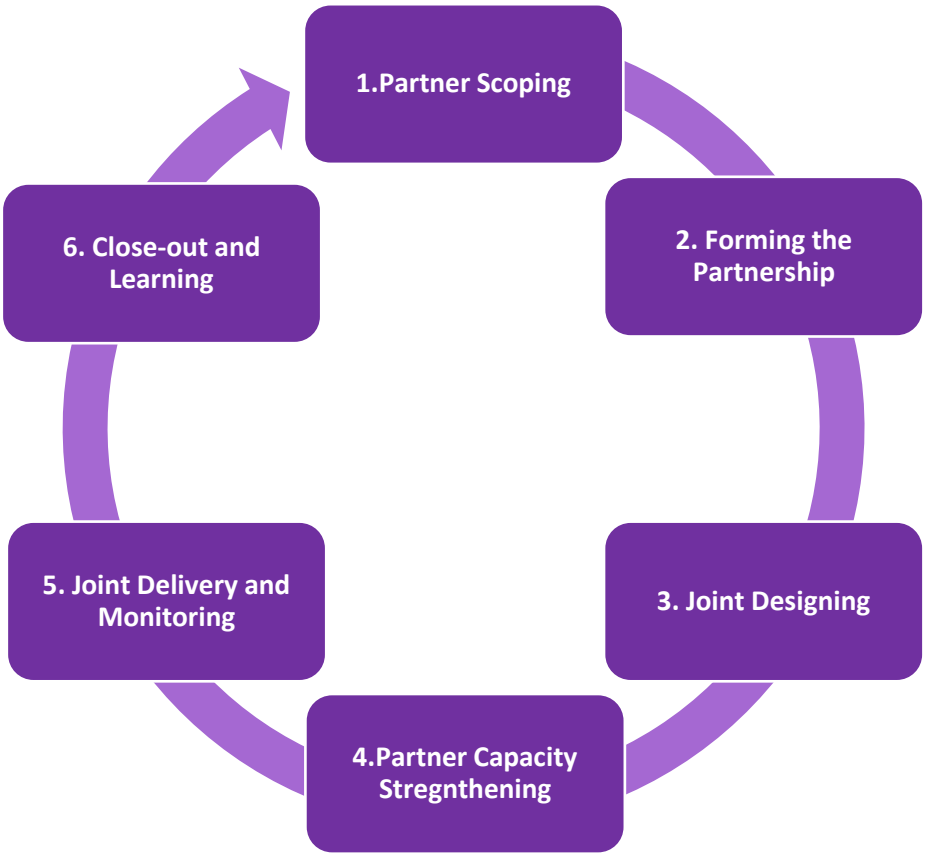
4. Partnership Principles

Human Appeal believes that good partnership encompasses the following principles:

- **EQUAL, VALUE DRIVEN and EMPOWERING** relationships: Values are aligned with mutual respect and recognition of respective contributions while honoring the distinct mandates of each party.

- **COMPLEMENTARY:** The diversity of those expected to contribute to the partnership is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and to know on which to build.
- **TRANSPARENCY and ACCOUNTABILITY:** Openness and honesty in working relationships are pre-conditions of trust. Only with transparent working and information sharing a partnership will be accountable to its stakeholders.
- **MUTUAL BENEFIT**[1]: Those expected to contribute to the partnership should also derive added value from it. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.
- **CLARITY OF ROLES, RESPONSIBILITIES AND DECISION-MAKING:** Effective partnerships rely on clearly defined roles, responsibilities, and decision-making processes. Outlining each party's contributions—including Human Appeal's—promotes accountability and trust. All parties are expected to uphold their commitments and engage in shared reflection on both successes and challenges.

5. Partnership Management Cycle



[1] Discussing the benefit of each party openly is essences for transparency and positive factor for partnership success

5.1 Partner Scoping - Initial stakeholders' analysis and context relevant to HA strategic priorities

- Conduct a thorough stakeholder mapping exercise to identify relevant actors in the operating context. Distinguish potential partners from other stakeholders based on their alignment with Human Appeal's strategy, values, and thematic priorities.
- Identify new and existing potential partners through i) networking and outreach activities; ii) public calls for Expressions of Interest; and iii) direct invitations to organisations with relevant expertise. These approaches ensure that all active partners have an equal opportunity to present their capabilities, allowing HA to build a comprehensive understanding of the strengths within the local civil society landscape.
- Conduct an initial eligibility assessment of longlisted organisations to determine whether they meet the minimum requirements for partnership. This step ensures that only qualified partners proceed to the next stage of the selection process, including initial screen checks and Social Media Checks.

5.2 Forming the partnership - partnership assessment and selection

- Identify opportunities and define partnership objectives through a Scope of Work.
- Match this with eligible partners to create a shortlist and apply selection criteria based on required capacities.
- Assess shortlisted partners, recommend final selections, and conduct a full partnership assessment to identify capacity gaps and develop a strengthening plan.
- Finally, determine the appropriate partnership modality and formalize roles and responsibilities in an agreement, including Code of Conduct, Conflicts of Interests and mandatory signatures on Safeguarding Policy and PSEAH Policy.

5.3 Joint Designing - joint program design and partner agreements

- Work together on the overall design of the initiative or project.
- Jointly design Scope of Work and budget for HA and partner/s, aligned with each partner's capacities, including a risk register.
- Include capacity strengthening needed for either partner to deliver on their scope of work in project design and include in project budget.

5.4 Partner Capacity Building

- Develop capacity building plan in coordination with selected partners and allocate budget for this purpose.
- HA commits to supporting components of the partner's capacity strengthening consistent with HA's strategies or project outcomes.
- Partner and HA operationalize the capacity strengthening plan, engaging HA staff capacity and external resources as necessary.
- Periodic review of the capacity building plan to assess how partner capacity has improved post capacity building.

5.5 Joint Delivery and Monitoring – implementation and ongoing monitoring

- Establish mechanisms for coordinated management of the initiative or projects including the coordination with authorities, relevant clusters and other stakeholders.
- Conduct joint monitoring of activities, capacity, compliance, and relationships.
- Ensure monitoring includes safeguarding, inclusion, protection, and Do No Harm principles.
- Integrate beneficiary accountability and safeguarding mechanisms.
- Make adjustments to improve implementation in intervention to monitoring findings.
- In a country where HA is present, Field Office will be responsible for managing the partnership at all partnership stages - starting from partnership preparation up to the partnership transition, close out and learning.

5.6 Close-out and Learning:

- Convene joint learning & reflection meetings periodically to improve relationship and projects' implementation.
- Initiate the close out process at least three months before the end of the agreement timeframe as needed while ensuring all the projects deliverables are completed with funds fully settled down.
- Explore additional opportunities for partnership or mutual support
- Document learning and share as appropriate
- Classify the partner as high, medium or low risk (Partner Risk Rating) based on the evaluation of the partner's performance for future reference

6. Partnership vs. Supplier:

Partnership and supplier relationships are both essential components of HA's business's operations, yet they serve distinct purposes and are governed by different principles. A **partnership** is defined by strategic collaboration, shared risks and benefits, and a long-term commitment to mutual success. In contrast, a **supplier relationship** is primarily transactional, focused on the delivery of goods or services in accordance with contractual terms.

Recognizing the differences between these two relationship types enables HA to manage them more effectively and to leverage their respective strengths. It is essential to note that **partnership mechanisms must not be used as substitutes for formal supply chain procedures**, which are governed by established procurement and compliance protocols.

Table 1 Summery of Difference between Partner & Supplier

Aspect	Partner	Supplier
Nature of Relationship	Collaborative & strategic relationship where Both parties contribute resources, expertise, or influence.	Transactional & commercial relationship based on contracts and purchase agreements.
Goal	Shared development or project objectives, which Often focused on community development, capacity building, or joint projects.	The primary goal is profit or fulfillment of a business need by delivery of goods/services
Engagement	Joint planning and decision-making	Fulfilling orders or contracts
Duration	Often long-term relationships: Built on trust, shared values, and strategic alignment.	Can be short-term or one-off
Examples	NGO + CBOs + local CSO for capacity building	Vendor supplying laptops + a contractor delivering construction services

7. Purpose of working with partners

HA engages with partners in recognition of the interconnected nature of global development. Collaborating with organisations that bring diverse perspectives and complementary expertise enhances the legitimacy, effectiveness, and sustainability of our work. HA considers partnership as a strategic approach to delivering transformative outcomes that exceed the capacity of any single organisation. We are committed to working in a spirit of mutual learning and shared responsibility while contributing to the strengthening of national development capacities, including civil society and other local actors. Further guidance can be found on Human Appeal Partnership Manual.

8. HA's Partnership Approach:

Our partnership will reinforce locally led action and decision making by:

- Working towards community's development and the realization of their rights and best interests.
- Looking beyond project implementation by promoting strategic cooperation to achieve breakthroughs for communities.
- Joining planning of strategic initiatives and projects, acknowledging the benefit of the partnership for both parties.
- Respecting the identity and objectives of partners through mutual respect and accountability.
- Strengthening the institutional and operational capacity of partners to ensure that any interventions and response are locally-led by local partners, as well learning from the experience and skills of partner organisations.
- Protecting communities by ensuring that all parties uphold their responsibilities relating to Safeguarding Policy.

9. Why should we work with partners?

- **Reach:** Partners can increase the scale and quality of our reach, expanding where we can work and getting us access to geographic locations or types of individuals (hidden populations) HA might not be able to access independently, especially when those are deprived or marginalized people.
- **Impact:** HA's technical expertise[2] should be matched with partner understanding of context and social dynamics to increase the quality of interventions and reach the required impact.
- **Sustainability:** Working with national and local actors and communities to build their capacity to resist and respond to crisis through better contextualization and efficiency which ensure the long-term viability and active presence of local responders.
- **Participation:** Partner and community participation in development and implementation of our work should create a shared sense of ownership and mutual accountability that we can leverage to improve access, timeliness, and quality.
- **Speed:** Local partners are often the first to respond and the last to leave in crisis situations. Their proximity to, or presence within, affected communities enables them to access areas swiftly, even under challenging conditions.
- **Reinforce local systems** Aligned with the World Humanitarian Summit's principle, HA supports strengthening local systems. Empowering communities and their duty-bearers to lead protection and response efforts reduces reliance on external support and fosters long-term resilience.
- **Core Humanitarian Standard and Charter for Change:** HA is dedicated to upholding the Core Humanitarian Standard and the Charter for Change, ensuring our responses are accountable, high-quality, and locally driven.
- **Grand Bargain and the Localization** encourage HA to enhance the volume and quality of humanitarian response in collaboration with local and national actors.

Potential Challenges of working with partners[3]

- **Intervention risks: I**n some contexts, primarily conflict settings; we cannot mitigate risks adequately and risk of doing harm, if we work with partners.
- **Neutrality:** Partners orientation in a conflict setting can threaten our neutrality.
- **Safety and security of partner staff:** Failure of partners to properly manage safety and security of its staff, particularly in insecure settings.
- **Community acceptance**: Partners may face resistance or mistrust from local communities during implementation, even if initial assessments were positive.
- **Safeguarding:** Partners may not be adequately committed to making responses safe for communities.

[2] In some occasions and contexts partners might have a high technical expertise, so it is important to clarify the purpose of partnership in line with HA partnership principles.

[3] Those challenges should be checked and assessed at the early of partnership assessment stage, should be analysed and not be used as a Baseless justification for not working with partners.

10. Whom do we partner with?

- **Civil Society:** Collaborating with like-minded civil society organisations (CSOs)[4] to strengthen their long-term capacity is critical to achieving sustainability for communities. As grassroots actors with deep understanding of local norms and traditions, CSOs are often able to respond more rapidly and effectively than external agencies. In many cases, local partners are already active before external actors are even aware of emerging needs.
- **Government:** Building collaborative relationships with government is essential for influencing local systems and coordinating humanitarian responses. Engagement may be direct or through collaboration with stakeholders working alongside or advocating to government entities.
- **Research & Policy Institutions:** HA partners with research and policy institutions at local, national, and international levels to strengthen the evidence base for programming and advocacy. These collaborations support analysis of crisis drivers, vulnerabilities, and community responses while informing strategies to advance rights and influence relevant laws and policies.
- **Media:** HA engages with media at local, national, and international levels to communicate the quality and impact of our work, promote transparency, and influence public discourse—particularly during emergencies. The growing role of social media also presents opportunities to strengthen dialogue with civil society and enhance the responsiveness of our programs and strategies.

11. HA Types of Partnership

We value our contribution to strengthening development capacity in civil society, communities and government to deliver progress against shared breakthroughs for communities. HA also often works with partners to implement specific activities that meet our program objectives as a functional way of implementation.

We also work with partners to support broader goals such as campaigning, knowledge sharing and communications. Some partnerships are short-term, while others may stretch over decades and involve a series of connected projects. Partnerships can be between two organisations or with networks of organisations. Partnerships of any type listed below are reviewed and approved at the headquarter level.

[4] The term civil society organisations also include national NGOs.

Table 2 describes some of the characteristics of these different types of partnership.

Type of Partnership	Description	Characteristics
Strategic Partnerships	Strategic partnerships are long-term collaborations focused on shared goals with an emphasis on mutual capacity strengthening to drive sustainable community impact. They may operate at local, national, or international levels, and are defined by the purpose of the partnership rather than the type or size of the organisation involved. In this type of partnership, HQ involvement may be high due to strategic collaborations.	Strategic partnerships are typically governed by a multi-year **Memorandum of Understanding** (MoU) that ensures mutual benefit. While financial transactions are not essential, they are a common means of advancing joint projects.
Implementation Partnerships	Project partnerships support specific program or project outcomes by contributing expertise, access, or resources, often through time-bound, budgeted agreements. Human Appeal ensures partners have the capacity to meet project needs. These partnerships can occur at any level and are defined by their purpose, not the type or size of the organisation. In this type of partnership, field office must be consulted in the selection process, approve the selection and fully engage with the local partners to ensure activities are properly implemented and monitored as per the required operational standards.	These are governed by a **Partnership Agreement**, which details the obligations of each partner in meeting the agreed objective. Financial transactions and their corresponding legal and compliance processes are typical of program and project partnerships.
Alliances & Networks	These are less likely to involve grant transfers, and may be based on shared advocacy, campaigning and communications objectives. Human Appeal might take a lead or supporting role in such networks and alliances. These might include collaboration with both national and international agencies.	These may be governed by a **Memorandum of Understanding**, but as a collection of equals, they are rarely subject to the procedures or templates of one of their members.

12. Types of Partnership Agreements

1. Sub-Award Agreement

- This is the standard format for sub-granting to LNGOs, INGOs, or CBOs with reasonable capacity, and can be used in categorized response as well as development or other work.
- Partnership involving a transfer of funds must be supported by Due Diligence and Partnership Assessment.
- Partners who are part of field office consortiums typically fall under this agreement type.

2. Partnership Memorandum of Understanding (MoU)

- A framework for collaboration to establish areas of mutual interest and ways of working, primarily used for strategic partnerships.
- Can be supplemented with work plans and communications protocols for strategic initiatives or capacity strengthening where each partner uses its own resources and no funds are exchanged.
- This can be used to arrange standby agreements for humanitarian partners to participate in categorized response based on the Emergency Preparedness Plan, including advanced capacity strengthening commitments.

3. Government Partnership Agreement

- For working in partnership with a government agency, including local government, national government or a government ministry or department.
- Should reflect both parties' contributions towards an agreed project
- Can include transfer of funds or not depending on the partnership assessment and partnership.

Please refer to Human Appeal's Partnership Manual for more information and practical guidance.