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Compassion Canada Implementing Partner Policies and Procedures

Compassion Canada does not implement projects. This means that we do not staff the projects which we assist, but rather choose to work with partners who want to share the responsibilities and rewards of developing children and communities through appropriate projects. It is our goal to establish close relationships with churches, and national ministry groups such that we understand each other and work effectively together.

In a target country, Compassion Canada has two kinds of partnerships. An ***implementing*** partner, normally the local church, is responsible for the day to day operations and making the project happen. The ***managing*** partner will oversee the project(s) in a given country and provide monitoring and auditing services.

IMPLEMENTING PARTNER

By “***implementing partner***”, we mean the entity which is most directly responsible for the day-to-day implementation of the project; the entity which is directly responsible for the funds which Compassion will provide.

1. Relationships

A good Compassion partner will have a clearly articulated vision for the project they will implement, and see children and communities as worthy investments of their own time and resources. They will take management responsibility to ensure that the project is implemented and the goals are achieved. The partner will see our assistance as a resource which will help them do ***their*** job of child and community development better, rather than feeling that they are doing ***our*** job of child and community development for us. An effective partnership will be characterized by mutual ***give and take***, and by real listening on the part of both partners. It will neither be the “horse and rider” variety where we are the rider and making all the decisions and keeping the reins tight, nor the “cow and milker” variety, where Compassion Canada is the “cow” to be milked for all we are worth. Rather, the partnership will be more like two trained oxen yoked to a plow – working together, going the same direction, and each pulling its fair share of the load.

Most of the church partners with whom we work are part of larger church associations or networks. We seek to maintain good relationships at all levels so that each level understands our approach and objective.

2. Going Direct

While Compassion Canada will do all it can to maintain good relationships with all levels of the church structures with which we work, our funding will always be as directly as

possible to the *project* level. In other words, the actual church or committee that is responsible for the activities of the project.

- **Compassion Canada funds are given for one purpose only; to fulfill the goals of the project as approved in the project budget. Therefore, it is very important to understand that they may not divert the funds they receive from Compassion to any other purpose, no matter how valid or worthwhile it may seem.**

Before any agreements are signed, ample dialogue must take place between Compassion Canada staff and potential partners to ensure that visions and objectives are compatible. After the partnership has been established, dialogue must continue in order to increase mutual understanding and to confirm that Compassion Canada and the partner are still striving toward the same goals.

3. Spiritual Compatibility

- Each project partner will have a competent committee and project worker(s) who will be responsible for directing the activities and accounting for Compassion Canada funds according to the agreed plan and budget.
- The person(s) in any responsible position must be a saved, evangelical protestant Christian. They must have a personal commitment to Christ.

4. Evidence Need

- During the project design and approval process, local beneficiaries have clearly shared what their needs are, and have expressed support and interest in Compassion Canada's involvement in the church project. The families receiving support must be the neediest of the needy.
- Children and families in the project must need additional assistance in order to maintain a minimum standard of health, education, and quality of life; both at the present time and in the future.
- Neither the church or the project is receiving regular financial assistance from another donor focused on the same project without prior agreement with Compassion Canada. The project leadership will not allow double sponsorship to occur.
- The need has been verified by an on-site visit by a member of the Compassion staff.
- There must be a potential for a long term partnership.

4. Administrative Ability and Attitude

Additionally, each project partner will have a committed professional staff who are committed to implement the project. The project staff must show evidence of ability and

willingness to perform the administrative functions adequately and professionally. These functions include:

- Project activity planning, monitoring and implementation
- Financial planning, bookkeeping and internal controls
- Narrative and Financial reports

5. *Project Agreements*

Compassion Canada and the project partner(s) will agree in writing on the terms of Compassion's assistance and on the contribution that the project partner(s) will make.

6. *Project Leadership*

The project partner will identify a person that is responsible for the day-to-day running of the project and who will relate to Compassion Canada on all matters relating to the project. (This person could be the chairperson of the committee, or a person appointed by the committee to be the director etc.). The person must have a history of integrity, professionalism and effectiveness in leadership.

7. *Church/Community Relationships*

It is important that the project "belongs" to the people it is intended to serve through the local church. Therefore, the beneficiaries need to be involved in the planning and review process. The project plans should indicate how they will contribute financially and/or in kind to the project and in what ways the project will help the local church(es) to serve the community.

8. *Project Committee*

The project committee is one of the most important factors in the successful operation of the project. It shall therefore be made up of local church and community members, called by the Lord Jesus Christ, and who meet the following criteria.

1. Composition

The committee will be composed of capable, committed, Christian people who have something to offer to the successful operation of the project. That is they shall be:

- ***Available***, they have time to dedicate to the project
- ***Resourceful*** for the good of the project.
- Willing to be ***trained*** in matters relating to their responsibilities in the project
- Willing to ***put the interest*** of the project before self
- Able to ***get along with people***
- People of personal ***integrity, transparent***, with no hidden agenda
- People with a ***burden for the poor*** in their community

- People who can *build enthusiasm* and vision in others.

The composition of the committee is up to the local church. However, the following guidelines are recommended.

- The number of members should be between 5 and 7.
- The committee should be gender-balanced.
- Members should serve for a period of not less than three years and their terms should be on a staggered schedule so not all of them will be replaced at once. This will insure continuity of leadership.
- The preference would be for all committee members to be literate. Where this is not possible or preferable for the good of the project, not more than 2 committee members will be illiterate.
- The pastor of the church will sit on the committee as an advisor only. He will not be a signatory to the bank account to insure transparency and accountability.

2. *Duties/Function of the Committee*

This committee is responsible and answerable to the church/organization and Compassion Canada for the integrity of the project. This should include but not be limited to:

- **Planning** Significant time and effort needs to be spent to assure a well thought out plan and realistic objectives are present before the project is implemented
- **Implementation.** This should be done in such a way as to meet all the objectives stated in the Plan. This will include:
 - Insuring leadership is in place to supervise the project staff
 - Providing advice and guidance to the project workers in all areas of project implementation.
 - Monitoring expenditures to insure that they are in accordance with the budget plan.
- **Evaluate** regularly the progress reports to assure that the objectives will be fully achieved. Problems should be identified and necessary adjustments made in order for the project to stay on course.
- **Accountability** must be practiced and enforced by the committee who must realize that they are primarily accountable to God, the church, the project and Compassion Canada. Committee members are individually and collectively accountable for the financial accountability of the project. The committee should not be dependent on Compassion Canada staff to find problems. The committee are much closer to the project and should be aware of these problems before Compassion Canada finds them.