



GLOBAL PARTNERSHIP AND GLOBAL PROJECT POLICY

Policy Statement:

Change for Children (CFC) is privileged to work with extraordinary partners in the Global South who design and implement projects based on locally identified needs. This model results in enduring global knowledge sharing and capacity growth for both CFC and our project-implementing partners. CFC works with and through partner organizations to identify the root causes of poverty and assist in finding long-term solutions based on human rights, gender equality, and respect.

CFC works with southern partner organizations that hold similar values and objectives, are committed to adhering to CFC's set of approved policies, and will be accountable for their observance and implementation. Please refer to our entire suite of policies and codes of conduct here:

<https://changeforchildren.org/about-us/our-policies/>

Project Criteria:

All projects accepted by CFC and relevant partners are required to meet the following criteria:

- a) The project must reflect the beliefs and values of CFC.
- b) The project must aim to foster empowerment and self-reliance by responding to the expressed needs of the beneficiaries.
- c) The project proposal or submission must display thorough planning and analysis.
- d) The project must align with CFC programmatic and geographic priorities.
- e) The implementing partner must be an organized NGO, community group, or a civil society organization, and cannot be an individual or for-profit organization. CFC may contract a for-profit entity to provide a service or product (such as a water well-drilling company), but as a not-for-profit society, CFC does not partner with for-profit organizations on projects.

Before accepting a project, CFC will analyze each project submission according to the following categories:

a) Environmental Impact

CFC is dedicated to protection of the environment. We recognize that environmental issues are an integral part of the struggle for social justice and the elimination of poverty. Change for Children recognizes that urgent action is needed to respond to climate change and its negative impacts, and to successfully achieve the Sustainable Development Goals (SDGs) related to the environment.

We, therefore, will not accept projects that promote thoughtless and unnecessary neglect and harm towards the physical environment. Projects that foster environmental protection, restoration, and nurturing will be viewed favorably.

b) Gender equity:

CFC recognizes the fact that women and girls around the world continue to face systemic gender-based discrimination: women generally earn less than men, are prevented from owning land, encounter numerous obstacles to holding positions of authority, have less educational opportunities, and experience various forms of gender-based violence. We are dedicated to gender justice for women and therefore strongly favor projects that are thoroughly conscious of gender equity. All projects must demonstrate an awareness and analysis of relevant gender dimensions, and build gender equality. Projects must be at minimal gender responsive; that is, aim to reduce gender inequalities within communities. Ideally, projects will be gender transformative; that is, work to address root causes of gender inequality within society.

CFC's own values and priorities align closely with the Government of Canada's Feminist International Assistance Policy (FIAP) adopted in 2017. Through FIAP, the Government of Canada "seeks to eradicate poverty and build a more peaceful, more inclusive and more prosperous world. Canada firmly believes that promoting gender equality and empowering women and girls is the most effective approach to achieving this goal." For more information on FIAP visit

https://www.international.gc.ca/world-monde/issues_developpement-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng.

c) Institutional and Financial Sustainability

By supporting community development projects designed and implemented by organizational partners, CFC aims to promote empowerment and self-sufficiency in the communities with which we work. Partner organizations must have the administrative and financial management capacity to implement projects effectively and transparently. They must be able to fulfill narrative and financial reporting requirements expected by CFC and other donors. Project applications should also include a sustainability plan outlining how the activities and results will continue to benefit the participants after the project funding has ended.

e) Decision-Making and Governance Structures

CFC recognizes the importance of full and inclusive community participation in the process of just transformation. Each project submission will therefore be assessed with regard to decision-making and governance structures. It is important that decisions pertaining to projects are not made by one or two people but rather are made communally by a representative population of the project participants. We recognize that decision-making structures will vary according to the needs of each particular project and community context. CFC will approve project proposals that demonstrate participatory and representative decision-making and governance arrangements.

f) Indigenous Peoples

CFC recognizes that indigenous peoples throughout the world have experienced and continue to experience systemic oppression in all areas of life. We are committed to supporting indigenous peoples in their efforts to recover, maintain, and cultivate their indigenous identities, cultures, and dignity. As well, we are dedicated to the elimination of the injustices that have resulted in the oppression and abuse of indigenous peoples on a global scale. We, therefore, will not accept any projects which, intentionally or unintentionally, promote or perpetuate injustice towards indigenous peoples, their cultures, and their rights. . CFC also recognizes the value and contribution that indigenous communities, knowledge, and practices bring to the work towards community and environmental health and justice. CFC supports projects that facilitate and advance the involvement of indigenous peoples and communities in addressing social and environment challenges.

g) Partners, stakeholders, and networks

CFC believes that working with partner organizations based in local communities is important to ensure lasting, locally-owned development, and relevant and accountable interventions. Projects are stronger and more sustainable if all the relevant local stakeholders are involved and if organizations work in broader networks. All stakeholders, including government, private sector, and community organizations are essential to creating the conditions and structural changes necessary for effective and sustainable development. CFC coordinates and collaborates, as appropriate, with key local actors and stakeholders, such as government and private sector entities, however CFC's primary implementing partners are community-based not-of-profit organizations. CFC understands that local community organizations better understand and relate to the rights, needs and aspirations of marginalized and vulnerable people in their communities and can better engage community members in the process of building human dignity, health communities, and global justice.

CFC believes that a key driver of change is effective and diverse partnerships. Therefore, CFC prefers project proposals that facilitate strategic partnerships and alliances. Strategic partnerships are those which include partnering with other parties to achieve bigger goals and impacts (i.e. SDGs). Alliances are wider networks of organizations coordinating and collaborating to achieve broader and more long-range goals.

Organizational Partner Requirements:

While differences in context may require different approaches with organizational partners, there are several basic requirements for all CFC partner relations.

1- Capacity and Accountability:

As CFC's approach does not involve sending staff members to the South to assist with the implementation of the projects, it is vital that the organizations and/or community group(s) implementing the projects have the necessary capacity to implement, manage, and provide accountability as required. Partner organizations will implement and report on projects as outlined in the project contract signed with CFC. In some cases, staff members or consultants may be contracted to oversee procedures and insure compliance. CFC will undertake monitoring visits to project sites as

required. Partnership accountability requires that partner organizations are accountable to the agreement they have and to the people and communities with and for whom we work.

Legal status is an essential element of accountability. CFC strongly prefers that the organization or community group be legally registered and recognized in the country in which it operates. However, we recognize that this is not always possible, as would be the case of a fledgling co-operative venture. Information on the implementing group must be comprehensive before a project application is approved by Change for Children.

Financial accountability to community beneficiaries, CFC, and financial donors is critical. Partnership parties, including CFC, are jointly responsible of the financial management of projects implemented. CFC recognizes that there are power differentials between donors and recipients, and seeks to be transparent and equitable in its relations with organizational partners.

Partner organizations must demonstrate that they have the capacity and experience to financially administer the project funds. Project funds must be managed by an individual who is accountable to the project participants and to CFC. All funds must be managed through a bank account in the name of the organizational partner.

The implementing organization must sign a legally binding project contract if the project is to be approved. Please refer to CFC's anti-corruption and transparency policy for more information <https://changeformchildren.org/wp-content/uploads/2019/02/CFCA-Anti-Corruption-and-Transparency-Policy.pdf>

2- Shared purpose and mutual respect for values:

CFC enters into partnerships based on shared objectives, goals and purposes. CFC works with partners to support projects which lead to self-sufficiency, and social and economic justice. CFC seeks to maximize the effective use of resources. CFC believes that a common ground in terms of shared values, beliefs, and commitments must be found for our partnerships with others to be viable.

CFC recognizes the right of partners to determine their own direction and priorities. We believe that our partners in the community are the ones who understand the realities of the countries we work in.

Therefore, we are open, within the limits of our mission and values, to being influenced as to where, how, and with whom we work. We are open to any questions from our partners regarding our assumptions about effective practice and challenges.

3- Clarity about roles, responsibilities and decision-making:

The process of making decisions and expected contribution of each party, including CFC, should be clearly stated right from the early stages of the partnership agreement. Also, taking an equal share in celebrating success and learning together from failure is an important part of the partnership relationship.

To build healthy partnership where there are clear roles, shared responsibilities and a successful decision-making process, certain communication parameters are paramount such as mutual respect, open dialogue, willingness to give and receive constructive criticism, and transparent and agreed procedures and feedback mechanisms to resolve problems and disagreements.

4- Commitment and Flexibility:

CFC's mandate is fulfilled through the successful execution of development projects, therefore long-term partnerships are necessary to demonstrate results and important for the effectiveness and sustainability of these projects. CFC aims to build positive and long-term strategic partnerships with partners overseas through transparent and flexible commitments.

CFC is open about its plans to fund or to terminate funding and the reasons for doing so. We also encourage flexible processes that recognize the partners' need to balance project funding with core funding, changing contexts and endeavour to understand their limits and funding constraints.

Local partnerships / In-Canada Partnerships

CFC highly values the partnerships developed with a variety of Canadian-based community groups and individuals who are advocating for sustainable development in communities in different places in the world. Thanks to these groups and individuals, a wide range of Canadians have become personally engaged in solidarity and global justice work. These groups and individuals raise the initial funds needed

for the particular project implemented by a community-based partner organization they are supporting, maintain close relations with the organization and local communities involved, and are often involved in grassroots development education in Canada. The following project acceptance guidelines apply to Change for Children's partnerships with these groups and individuals in Canada.

Before a project brought to CFC by a Canadian-based partner group or individual is approved:

- a) The group or individual must be fully aware and supportive of CFC's project values, policies and philosophy.
- b) The group or individual must provide CFC with the necessary background information on the geographic, cultural and socio-political context of the local communities involved in the project.
- c) If a Canadian-based group would like CFC to implement a project with a partner organization or group in the Global South, the Canadian-based group will facilitate direct communication between CFC and the partner in the Global South.
- d) The roles and responsibilities of CFC and the group or individual must be defined a project contract with regard to the project's execution.
- e) The group or individual must understand that if a project is rejected by either the Board of Directors of CFC or the government funding bodies to which we apply, any seed funds they contributed will not be refunded. Through discussion between CFC and the Canadian-based partners, it will be decided to either send the unmatched seed funds to the community for which they were originally destined, or designate them to another project as determined through discussion.

Procedure

Applications for CFC to support a project will be received by the CFC Executive Director or the International Projects Manager. CFC staff, together with the CFC Board if appropriate, will determine if project submissions fit the priorities and criteria in the Projects Policy, and if CFC will commit to supporting the project.

Approved by the CFC Board: March, 2023

Date for Review: March, 2028