MAA INTERNATIONAL

PARTNERSHIP POLICY

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1 INTRODUCTION

1.1 PURPOSE

MAA International (MAA) is committed to ensure that it has appropriate policies governing the development and implementation of partnerships and their ongoing management to assist MAA to fulfil its corporate governance responsibilities.

The purpose of this policy is to guide MAA in ensuring that it addresses its interaction with other organisations, the identification of potential partners, and the formalisation and management of ongoing relationships with other organisations.

1.2 POLICY SCOPE

This policy applies to all employees and related personnel of MAA. This includes all employees of MAA, MAA Members, MAA Field Partners and MAA Country Offices. It includes board members, volunteers, interns, and international and local consultants, in addition to individual and corporate contractors of these entities and related personnel. Furthermore, this policy includes non-MAA entities and their employees and individuals who have entered into partnership, sub-grant or sub-recipient agreements with MAA.

Disability inclusion in the workplace is not included in the scope of this policy.

1.3 GUIDING PRINCIPLES

This policy applies to all employees and related personnel of MAA. This includes all employees of MAA, MAA Members, MAA Field Partners and MAA Country Offices. It includes board members, volunteers, interns, and international and local consultants, in addition to individual and corporate contractors of these entities and related personnel. Furthermore, this policy includes non-MAA entities and their employees and individuals who have entered into partnership, sub-grant or sub-recipient agreements with MAA.

MAA is committed to collaboration and partnership with organisations that will reflect the values of MAA.

In selecting those for whom MAA may partner with, MAA will be mindful of principles of equity, transparency, accountability and mutual respect.

MAA will seek to ensure that the organisations that it seeks to partner with will complement the work of MAA and that MAA is in a position to compliment the partner's activities.

MAA will undertake due diligence and capacity assessments before entering into formal partnerships and will undertake appropriate due diligence and risk assessment having regard to the activities which are to be the subject of the potential partnership.

MAA will undertake in the appropriate case capacity assessment with respect to the mission and values, governance, financial management, management HR organisational systems and technical capabilities of any organisation that it seeks to partner with.

- Demonstrate an organisational commitment to operating transparently with all stakeholders.
- Development initiatives consistently demonstrate the separation of development activities form non-development activities.
- Enable stakeholders to make complaints to the organisation in a safe and confidential manner.
- Are able to control and manage their financial resources and risks.
- Are able to control and manage risk of financial wrongdoing including terrorism financing.
- Are not and will not be associated with terrorists, terrorist organisations and criminals.

MAA will ensure that in implementing a partnership that it consults with its local stakeholders in particular with respect to the design and scope of any programs to be undertaken pursuant to a partnership agreement.

MAA will ensure that the audit and risk committee oversee the ongoing management of a partnership, having regard to the risks identified and scope of a partnership.

1.4 MAA's PROJECT POLICY FRAMEWORK

Policies across all business units are carried out within the realm of MAA governance Framework. This framework governs MAA's international projects, financial, compliance, marketing and fundraising, operational, IT and human resources (HR) policies. The following key policies are relevant to this policy and must be read and incorporated with this policy:

1. Project and Partner Assessment Policy *(MAA-POL-PRJ101)*
2. Project Design and Approval Policy *(MAA-POL-PRJ201)*
3. Project Disbursement Policy *(MAA-POL-PRJ301)*
4. Project Implementation and Monitoring Policy *(MAA-POL-PRJ401)*
5. Project Monitoring, Confirmation and Evaluation Policy *(MAA-POL-PRJ501)*
6. *Child Protection Policy (MAA-POL-CMP010).*
7. *Protection against Sexual Exploitation and Abuse Policy (MAA-POL-CMP*
8. *Anti-Money Laundering Policy (MAA-POL-CMP002).*
9. *Counter-Terrorism Financing Policy (MAA-POL-CMP001).*
10. *Anti-Discrimination and Disability Inclusion Policy (MAA-POL-OPS015).*
11. *Non-Development Activities Policy (MAA-POL-CMP004).*

2 POLICY

2.1 PARTNERSHIP POLICY

All field-partners selected by the MAA Project Management Office (PMO) must first pass all the due-diligence and screening process outlined in the *PARTNER AND PROJECT ASSESSMENT POLICY, POL-PRJ101.*

The field-partner must adhere to all MAA compliance and projects policies and procedures, as articulated in the signed funding agreements.

MAA Strategies shall focus on partnership development with local NGOs, development of and promoting community sustainability, thus empowering local people to tackle the problems confronting their own communities.

MAA will provide funding, secured through donations or grants received, for partnering NGOs that will be responsible for implementation. The partnership may include:

MAA entering into a long-term partnership with a local NGOs through a contractual relationship, building their capacity to develop and implement WASH projects;

Local NGOs are paid a fixed amount for the provision of a "specified number of outputs" over a defined time period.

Partnerships with local NGOs may include: -

Long-term commitment;

Policy discussion or dialogue;

Mutual Trust;

Mutual learning, and

Financial transparency.

MAA invests considerable resources into building the capacity of its partners, in order to deliver high quality community projects which, enable community members to play an active role in civil society in their countries. MAA will work through partner local NGOs through a standardised approach based on the principle of working in consultation with and through poor communities.

Contractual agreement with local NGOs will: -

Be output-orientated;

Be based on a consistent/standardised approach to implementing the project at community level. This will require the NGOs to use approaches to suit local conditions and needs;

Require the partner-NGO to implement the objectives and policies determined by MAA, which are set to influence policy, advocate and support the most marginalised segments of the local community;

Require the partner-NGOs to produce detailed work programmes with budgets, roles & responsibility, timelines, specifications of the outputs and evidences of compliance and delivery. Any change must first be approved in writing by MAA through MAA's change management procedures;

Require quarterly meetings to be held for all partners NGOs either with the MAA representative or with the MAA PMO in order to ensure proper governance of the projects;

focus on community participation and contribution to capital costs, the promotion of women and the integration of hygiene education into water provision.

Where possible and achievable, MAA will secure commitment from local and national governments.

3 REVISION HISTORY

Date of this release: 01 August 2025	Date of next revision: 31 December 2026

Revision Number	Revision Date	Summary of Changes	Changes Marked?
1.0	19 January 2021	Policy rewritten from scratch	Y
1.1	20 January 2022	Minor update	Y
1.2	20 January 2023	Update logo	Y
1.3	29 January 2024	No changes	N
2.0	31 July 2025	No Change	N