The Salvation Army
CHILDREN AND YOUTH SPONSORSHIP PROGRAMME

Procedures and Guidelines

God’s love in action
Every child is loved and valued

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Together we can make a difference
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Acronyms

CHQ – Command Headquarters
CN – Concept Note
CP – Community Project
CPMS – Community Projects Management and Support System – this Lotus Notes system is discontinued. It is now found in the Hive database.
Hive – new projects management system
IHQ – International Headquarters
IP – Institutional Project
IT – Implementing Territory
LP – Learning Pathways
MOA – Memorandum of Appointment
MOU – Memorandum of Understanding
PP – Project Proposal
SP – Small Project
ST – Supporting Territory
THQ – Territorial Headquarters
TSA – The Salvation Army
USD – United States Dollars (Currency)

Glossary

Holistic: Supporting the overall development of the child – healthy child development must consider the physical, spiritual, emotional, economic, intellectual, cultural and social needs of children and youth.

Institution: A school, hostel or home where children are given residential care, or a formal day school.

Recipient: A programme/institution which that receives the services or money from a sponsorship programme.

Vision and Aim

Our vision is for a world where children and youth sponsorship is no longer needed.

Motivated by the love of God, The Salvation Army’s Sponsorship Programme aims to ensure holistic development of children which includes physical, spiritual, emotional, economic, intellectual, cultural and social well-being. By demonstrating God’s love in action, every child will be loved and valued, given the opportunity to reach their full potential and to contribute back to their families and communities.

Sponsorship should help to end the cycle of poverty through assisting vulnerable children and youth through well-planned holistic ministry.
The Models of Children and Youth Sponsorship

**Institutional Child Support**
- Supports a school, children’s home or a similar institution/centre that meets the needs of vulnerable children and youth in an institution.
- The donor knows in advance that funds will be given to the institution where children live or attend school. Funds are used to support each child’s personal and educational needs and/or other needs in the institution, assisting centres to operate according to the best practices and government legislation.

**Non-Institutional Child Support**
- Supports community or corps-based educational, social, recreational and spiritual programmes, or other needs for children/youth (after school, preschool etc.).
- Funding can make a difference in the community so that families are given the necessary support for the development, safety and well-being of vulnerable children.
Guiding Principles

The Salvation Army sponsorship programmes are guided by the following principles:

- Equality and Non-Discrimination
- Holistic Care
- Transparency and Accountability
- Child Protection/Safeguarding
- Sustainability
- Compliance with National/State Guidelines
**Child Protection/Safeguarding** – We will ensure that children within sponsorship programmes are safe from harm including physical, emotional, spiritual, sexual, economic exploitation and neglect. Children are made in the image of God – valued and sacred. We will therefore provide care that is safe and healthy but also transparent. Each territory must ensure it has a Child Protection Policy in place, provide training to persons involved in child/youth ministry and have documented proof of training/persons eligible to work with children/youth.

**Transparency and Accountability** – We will strive in all cases to ensure that we have transparent systems which will hold us accountable to donors, recipients and other stakeholders and eradicate corruption. We will use effective reporting and open communication in dealing with those with whom we relate.

**Equality and Non-Discrimination** – We are aware that sponsorship can create feelings of tension and inequality between children, families, institutions and communities. This is also why The Salvation Army has moved away from individual sponsorship and will seek ways to minimise these risks and ensure that children feel equally valued and do not benefit at the expense of others, through holistic programmes and projects with non-discrimination at its core.

**Holistic Care** – We will support the overall development of the child. To ensure healthy child development we will consider the physical, spiritual, emotional, economic, intellectual, cultural and social needs of the child. The care of the child can include family and the wider community. Sponsorship programmes should facilitate self-reliance, self-help and community participation by empowering the child, the family and the community. When possible, we will promote programmes that keep children with families or within their community.

**Compliance with National/State Guidelines** – We will be guided by respective national/state laws and statutes. Within each territory we must ensure that sponsorship programmes meet these national/state laws and statutes. Please note that The Salvation Army’s policies must meet the minimum standards for the programme should national and/or state laws or guidelines fall below these standards. We shall align our sponsorship programmes according to international standards for working with children, particularly the United Nations Convention on the Rights of the Child.

**Sustainability** – We shall ensure that every programme will have ongoing benefits that will continue after the project/programme has ended. We shall ensure that people who have benefitted from sponsorship programmes fit well into their communities in every way – socially, culturally, economically and so forth. In order to avoid dependency in institutional contexts, sponsorship funding should not be the only means of institutional support. Other funding sources will be sought to prevent dependency on sponsorship funding so the institution can continue to provide ongoing care of vulnerable children/youth.

Sustainability does not necessarily mean having every system/source of funding in place to be wholly self-supporting. However, sustainability implies that you have considered the following, at the minimum:

a) What other means of local/territorial fundraising will be done – annually, monthly, ongoing?

b) How is your territorial public relations department assisting sponsorship (institutions and programmes)?

c) What educational component can you add to your programme to help to save/raise funds while allowing your children to learn good life skills? Examples: kitchen garden, chickens, fish, rabbits, goats, baking, cooking, handcrafts, music.

d) Who supports each programme/project through sponsorship? Can common funders collaborate to help with consistent support of your programmes/projects?

e) Does your territory have a strategic plan for supporting vulnerable children and youth?

Does each centre (institution or programme) have a strategic/programme plan?
Supporting a community means no one gets left behind
Main Policies, Procedures and Guidelines

Note: All Sponsorship Coordinators should be familiar with each of the policies and guidelines noted above and refer to them often!
Identification of Sponsorship Needs

It is essential that each territory assess the needs of vulnerable children and youth within their territory. This is only the first step in ensuring that we look after children that God has called us to care for faithfully.

There are needs all around us. However, what are our priorities, what is the strategic planning for:
1) Who we need to/can look after? Sponsorship specialises in helping the most disadvantaged.
2) What is the best way to do it?
3) What resources are needed, and possible sources?

We can assist many vulnerable children/youth, but we cannot help everyone in need. What can be done realistically? What assistance can we provide? Where? We may need to make some tough decisions and decide how to provide in the best way possible. Maybe what we did in the past will have to change in some ways. Maybe some institutions will have to close so others can provide proper care instead of all suffering due to inadequate funding. Maybe institutions are not the way to assist moving into the future – maybe it will be through corps-based programmes for the most vulnerable. Maybe combining sponsorship with community development programmes – like income generating programmes for parents/guardians, is a better way forward for some. There could be so many ways to significantly assist those in great need – but we must have these strategic conversations, do research and creatively think of ways to move forward.

Sponsorship Through Project Format

IHQ has mandated that all sponsorship funding should be through a project format. It could be an Institutional Project, Community Project or Small Project and should be registered in The Salvation Army’s international project database, the Hive. This provides transparency and clarity on what funds are expected, sent, received and accounted for within the project. There must always be a good report for funds received, which additionally helps to keep sponsors/donors informed of the good outcomes their assistance is accomplishing, and to raise funds for sponsorship for territories in the future.

Application Procedures – Projects on Hive Database

Implementing Territory
All sponsorship coordinators must be given access to the international project database, the Hive. If you do not have access, a request should be sent to IHQ-Projects from your territorial leadership. Training for learning to develop and write projects for sponsorship should be done locally. However, assistance can also be provided from IHQ International Development Services, with Learning Pathways and through the International Sponsorship Coordinator. Another option for training is through a sponsorship/project partnering territory which assists with sponsorship funding.

Carefully consider if the programme/institution/project is a strategic priority within the territory.

The Concept Note in the Hive (Community Project/Institutional Project/Small Project) will be completed with all the relevant information about the institution, programme and vulnerable children/youth to be assisted. Care should be taken to ensure that the physical, spiritual, emotional, economic, intellectual, cultural and social well-being of children/youth are addressed within the programme/project.

The Concept Note/Project Proposal will be the official application for requested funding/grant. This approved document will then be used for all monitoring and evaluation of the impact of the programme on the children. Both stages (Concept Note and Project Proposal) should be carefully completed, with relevant research done and resources indicated. A sponsorship
The concept note should be written according to the strategic priorities of an implementing territory, not at the direction of the supporting territory.

The concept note is accepted or rejected as per the relevant territorial procedures. The application is submitted to the IHQ zonal office and International Development Services for approval. Once the concept note has been approved, the selected supporting territory/territories will work with the implementing territory to develop a full proposal and ensure that government regulations and funding resources are considered from this stage. Once these discussions are completed and a viable budget and project proposal is worked through, it can be uploaded to the Hive, along with accompanying documents, such as log frames, budget and risk assessment, and taken to the implementing, supporting and IHQ boards for final approval.

Supporting Territory
The supporting territory receives a concept note once it has been approved by IHQ, then if agreed by their boards, will work with the implementing territory to develop a full project proposal.

Approval of the application is made through the appropriate territorial and international process. The application must meet the basic suitability standard for acceptance as found in the Hive manual.

Collaborative Projects
Since all sponsorship is to proceed through project formats, it is a good idea for discussions to be held about supporting territories joining together to assist programmes and institutions that have multiple supporters. Each implementing territory must discuss how it would like to approach sponsorship assistance in its territory. One consideration should be if there is a need to seriously consider asking supporting territories to collaborate in funding a programme/project.

There are pros and cons for such collaboration, such as:

Pros:
- a) Implementing territories know at a glance what they have coming in for the institution for the next few years from all donors.
- b) Implementing territories have to manage only one project, instead of maybe two to five (depending on how many supporting territories help to fund a centre).
- c) All aspects of the programme/institution could be covered, from Small Projects as well as local funding.
- d) Only one report each six months is required for everyone.

Cons (based on two pilot collaborative projects):
- a) Collaborative projects take longer to develop, write and go into/through the approval stages.
- b) They are often more complex, and some supporting territories only support certain types of expenses.
- c) Sometimes funds from various supporting territories are delayed because of various local reasons, so the whole process is not always at the same stage.

There are several formats that this could take:
- a) Discussions could be held to see which territories will assist which programmes/institutions in an implementing territory.
- b) Two or three supporting territories with little funding could join together to support a project in an implementing territory.
- c) Supporting territories with very little funding for sponsorship in a territory could become a small funding partner within existing projects.
- d) All supporting territories could join together to assist with the entire sponsorship portfolio in a territory. This is an option in exceptional circumstances. It could also be considered for an entire section, such as education (assisting several schools).

An essential element of this format is that all stakeholders – from the implementing territory and supporting territories – must meet (online) and have discussions about moving ahead with assistance that works best for the situation/issues/needs locally. Collaborative meetings involving the lead supporting territory and relevant implementing territory personnel should be held after the project is active to keep things running smoothly and on time.
Financial Procedures

**Memorandum of Understanding:** The supporting territory may send a Memorandum of Understanding or guidelines to be agreed to, which will include agreements on the use of funds, any restrictions and the administrative fees to be charged and reporting requirements, which is to be signed and returned to the ST before funds are released.

The supporting territory will need to request current banking information from the implementing territory to ensure that funds are transferred correctly.

**Receipt of Funds:** Funds are to be sent to the implementing territory by the supporting territory, clearly stating the recipient of the funds, and the transaction is to be registered on the Hive. The implementing territory will confirm receipt of funds via the Hive database and send a receipt to the supporting territory. All funds-related correspondence will be copied to IHQ-Projects and the IHQ zonal office.

Reconciliation of income and expenditure is carried out and administrative fees are to be strictly monitored. Remaining funds (surplus) are to be returned to the supporting territory, unless an alternative arrangement is agreed between the supporting territory /implementing territory.

Funds are allocated to the recipient as per the territorial procedures. The money is given to the institution, or corps/ministry unit, depending on the structure of the programme within the territory.

**Accountability:** Based on the financial requirements of the project/programme, funding is to be spent to meet the agreed need, according to the budget. The supervisor for each project should watch that line items are noted and adhered to when spending. Therefore, it is up to the sponsorship project overseer to make sure they communicate well with the person in charge of the institution/programme. Personnel need to know exactly what is expected of them from the beginning. Any changes in programme/institutional supervisor would mean that these details are shared with the new person who takes over supervisory responsibilities.

Misuse of funds will be reported to IHQ and appropriate investigations will take place, with possible disciplinary consequences.

**Significant Changes:** Ensure that all procedures, approvals and recording of any significant changes are made within the Hive database, after discussions together (implementing territory and supporting territory).
Administration fees are to be guided by existing international guidelines on externally sourced funds, as listed within the Hive manual. The amounts that can be set aside for this reason must be based on the annual costs of running the sponsorship office as in the annual budget. The percentage charged should be calculated in line with the existing international guidelines.

Monitoring and Evaluation Procedures

The implementing territory will complete regular reporting as required by the supporting territory, including the submission of six-month reports, letters, newsletters and receipts (where required).

Within the supporting territory, the monitoring of the programme could include, but is not be limited to:

- Receipt of the supporting territory’s funds.
- Receipts for purchases/spending within the programme.
- Narrative and financial reports as per Hive/supporting territory requirements.
- Monitoring and support visits (these should include monitoring to see if the programme follows child protection policies and minimum standards for residential care of children and youth, to monitor progress towards project outcomes, as well as to review the project and speak with staff/children/leadership).
- Monitoring the need for increased support.
- A clear strategy for children/youth as they prepare to leave the programme/institution.
- Assistance with evaluations.
- Noting positive improvement in the holistic well-being of children/youth according to the annual reports.
- Best practices and factors of local (community/territory) income generation.
- Collecting stories and photos for fundraising/reporting purposes.
- Sharing challenges, ideas and information together.

Child Protection/Safeguarding

1) Each territory/command should have an up-to-date child protection/safeguarding policy.
2) A child protection policy makes it clear to staff, officers, parents, carers, volunteers, children and young people what The Salvation Army will do to keep children/young people safe. A policy sets out what The Salvation Army wants to say about keeping children and young people safe and the reasons for saying this, how it is going to meet this responsibility, who the policy applies to and how The Salvation Army will put this into action.
3) Please refer to the International Child Protection – Policy Framework for more information on such guidelines.
4) The above list of the standards, with the appropriate practice guidance, must be part of every territorial child protection policy. Protecting children requires that all seven standards are fully realised across the whole of The Salvation Army. They should not be considered in isolation and must be read in conjunction with one another. The chart outlines this relationship.

5) Each territory/command should have a photo/media policy and form for persons/guardians to sign stating that their image may be used in newsletters, information to their sponsors/donors or fundraising endeavours. This would be good to include in the Territorial Child Protection Safeguarding Policy. The IHQ Child Protection team has samples of these if requested. All photo consents must be kept on file, physically or electronically (scanned/saved after signing) by the implementing territory. Guidance for photos is recommended – such as not including a photo where a child is only partially dressed or in a vulnerable position such as begging.
Procedures

General Procedures

Communication: Sponsorship coordinators from implementing and supporting territories are able to contact each other directly via Teams meetings or email, copying in leadership for any routine correspondence regarding sponsorship programmes/projects for children and youth.

Fundraising: The supporting territory will be proactive in obtaining new sponsors through fundraising initiatives. Promotional and fundraising efforts could include, but are not limited to, speaking events, communicating on websites and social media, marketing campaigns and reports on the impact to donors. All photos should be protective of a child’s dignity with signed permission from the parent/guardian. Sponsors must be made aware that no financial or other gifts may be sent to any individual child.

Correspondence between a child and a sponsor: There should be no correspondence between any child and sponsor, since we have discontinued the individual sponsorship format. Children should now be writing letters of gratitude and testimonials as to how receiving education, good care, and so on, is benefitting their life, and provide a glimpse into being part of a Salvation Army programme or institution. This testimonial would be part of the reporting process from an implementing territory to the supporting territory, and not from an individual child to an individual sponsor. Other testimonials from parents/guardians, administrators of schools/homes or staff could also be used in the reporting process.

The Sponsorship Process – International Headquarters

- Set policies and guidelines for sponsorship programmes and distribute to supporting and implementing territories and zones.
- Facilitate the coordination of sponsorship programmes through analysis of surveys and other means of fact-finding.
- Record and share best practices; share different ideas that are working in other territories, letting personnel know possibilities for sponsorship advancement and achieving objectives set out in strategic plans.
- Encourage sustainable options and approaches for sponsorship programmes.
- Maintain a sponsorship networking and contact list. This is also found in section 7.4 of Supplementary Documents of the Hive database (Leadership List).
- Conduct observation visits to supporting and implementing territories.
- Using the guidelines as common ground, advocate on behalf of The Salvation Army sponsorship programmes and mediate any unresolved challenges between territories.
- Support communication between territories about any major changes in sponsorship programmes, including exit strategies for supporting territories.
- Facilitate and participate in sponsorship working groups and communities of practice.
- Keep sponsorship issues on The Salvation Army international agenda.
- Encourage partnerships between sponsorship coordinators and development officers to ensure best practices.
- Engage in discussions with IHQ Schools, International Institutional Care and Services Coordinator (Children and Elderly) and Child Protection/Safeguarding personnel.
- Encourage territories to give their sponsorship secretaries/coordinators reading, development, reporting and editing rights to the Hive database. Sponsorship offices should be looking after each sponsorship project – developing, writing, seeing it is presented to appropriate boards and reporting. The person designated to sign off after each board will be expected to do the appropriate sign off on the database in a timely manner, since sponsorship personnel are usually not part of any board. The sponsorship coordinator should ensure that this has been done.
- Discuss the training of new sponsorship coordinators – their needs, what is being provided locally, what areas have not been covered thoroughly, and if IHQ needs to assist in any way.
Child Sponsorship Programme Guidelines

Example Job Description
Supporting Territory Sponsorship Coordinator

Reports to: Territorial Development Officer.
Qualifications and/or experience: As per the territory’s requirements.

Example requirements: Ability to work with local and overseas partners; computer skills; oral and written English; proposal and report writing; communication and interpersonal skills; time management; problem-solving; have completed child protection training; proven ability to maintain high levels of confidentiality; database experience; strong managerial experience; cross-cultural experience; financial management; attention to detail; flexibility; conflict resolution skills.

Example responsibilities to be covered by sponsorship personnel as designated by territory:

To sponsors:
- Secure sponsors through promotion and marketing using, but not limited to, website, brochures, social media, articles, speaking engagements, newsletters.
- Communicate with sponsors through providing correspondence from recipients, phone calls, profile updates etc.
- Fundraise with integrity so that the donor understands your strategy, and manage expectations.

To implementing territories:
- Communicate territorial sponsorship strategy and guidelines to implementing territories.
- Consider sustainability, challenges, programme needs and strategy of implementing territories.
- Correspond with sponsorship coordinators: communicate reporting requirements; six-monthly reconciliation of sponsorship data; request photographs and stories for promotional purposes (within data protection policies); inform implementing territories of transfer of funds, copying in relevant departments and individuals; ensure funds are clearly designated and categorised.

To administration:
- Process payments from sponsors with timely fund distribution to implementing territories.
- Report financial breakdown of payment to leadership, implementing sponsorship coordinator and IHQ (this may be done through the Memorandum of Understanding, sent to leadership; ensure sponsorship also receives a copy).
- Track receipts from implementing territories, as required.
- Maintain the sponsorship database.
- Ensure fundraising and marketing are respectful of sponsored children/youth.
- Arrange an official handover when sponsorship personnel changes occur. Point them to the training suggested in the chart found later in these guidelines.
- Protect children by publishing photographs in an ethical manner, according to the photo policy.
- Inform implementing territories and International Headquarters of sponsorship/project personnel changes.

Monitoring and Evaluation:
- Measure, evaluate and document the impact of all sponsorship programmes/projects with clear performance indicators, through narrative and financial reporting, and visits as necessary.
- Monitor adherence to the Memorandum of Understanding and child protection policy.
- Develop an exit/withdrawal plan for the completion of a project or discontinuing sponsorship. Alternatively, have discussions with the implementing territory if continuing assistance past the project completion.
- Provide funding for, and authorise monitoring visits to, your implementing territories.

Other:
- Regularly inform territorial leadership regarding the progress and concerns relating to the sponsorship programme.
Example Job Description
Implementing Territory Sponsorship Coordinator

Reports to: Programme/Chief Secretary (or as decided by the territory.) Note: If part of the Development Department, then would report first to the Development Officer.
Qualifications and/or experience: As per the territory’s requirements.

Example requirements: Build strong relationships with local and overseas partners; computer skills; oral and written English; proposal and report writing; communication and interpersonal skills; time management; problem-solving; have completed child protection training; proven ability to maintain high levels of confidentiality; financial management; good attention to detail; flexibility; strong managerial experience; be willing to enter into training in project development.

Example responsibilities to be covered by sponsorship personnel as designated by territory:

Reporting:
• Communicate with relevant personnel to obtain regular updates and reports.
• Inform supporting territories of sponsorship needs.
• Submit accurate reports to supporting territories within the expected timeframe, according to set requirements (according to the Memorandum of Understanding, if appropriate).
• Facilitate the writing of human-interest stories and newsletters to donors and translate into English as required. This may require training persons on the field how to do it locally in the best way possible.

Administration and Finance:
• Distribute money to recipients (institutions/corps programmes), as per donor’s requirements, once all child protection protocols are completed.
• Track all sponsorship income and expenditure.
• Ensure funds are spent with accuracy and transparency with receipts when necessary and that bank details are kept up to date.
• Keep accurate records.
• Promote and help secure local sponsorship funding/support.

• Together with the appropriate board, work out a strategic plan for sponsorship in your territory, noting the priority institutions and programmes for vulnerable children and youth.
• Prepare, in coordination with territorial headquarters, documentation for routine audits (financial and programmatic).

Monitoring and Evaluation:
• Measure, evaluate and document the impact of all sponsorship programmes/projects with clear performance indicators and visit recipients for monitoring purposes, where practical.

Policies and Procedures:
• Inform supporting territories and International Headquarters of sponsorship/project personnel changes.
• Train all relevant personnel in understanding the sponsor reporting process and requirements.
• Ensure the sponsorship programme adheres to the sponsorship guidelines and the territorial child protection policy,
• Train and adhere to standards and policies for the care of children; e.g. child development, child protection/safeguarding, minimum standards for children’s homes.
• Report concerns to your line manager regarding standards and policies for the care of children in sponsorship programmes; e.g. when you notice that child development, child protection/safeguarding and minimum standards are not being met, report such to your supervisor and document.
• Where required, develop a withdrawal plan for the completion of a project or discontinuing sponsorship, ensuring sufficient notice is given to allow the supporting territory to identify alternative funding.

Other:
• Regularly inform territorial leadership regarding the progress and concerns relating to the sponsorship programme.
• Ask the International Sponsorship Coordinator for an online meeting to discuss any matters of concern or inquiry.
## Essential Training for Sponsorship Coordinators

### Training Topics for Sponsorship Coordinators

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*Learning Pathways – Certificate Course

**Learning Pathways – Diploma Course
Guidelines

Partnership Guidelines

 Partnerships with external agencies and non-government organisations (NGOs) can be an excellent source of locally generated resources (monetary and non-monetary). Partnerships should have a clear aim, with benefits for both parties, and not in direct opposition to The Salvation Army’s aims and mission (such as promoting individual sponsorship, which The Salvation Army does not do).

Each party should have clear and agreed roles, responsibilities and activities.

Before entering any new partnership, an assessment should be done to measure:

- Whether the organisation has sufficient capacity to meet its part of the Memorandum of Understanding.
- Whether the organisation’s work practices and policies contradict those of The Salvation Army.
- Whether The Salvation Army in the territory has sufficient capacity to fulfil its part of the Memorandum of Understanding.

If the partnership agreement involves funding greater than that authorised by the Memorandum of Appointment of the Territorial Commander, approval must be sought from IHQ in the first instance, directed through the Programme Resources Department.

Legal advice should be sought before entering into a partnership and the signing of a Memorandum of Understanding, within the territory or through the Legal Department at IHQ.

A Memorandum of Understanding should include a clear exit clause, where either party has an option to withdraw from the agreement when certain conditions are not met.

Supporting Territory Exit Strategy Guidance

The exit strategy exists to ensure that any financial gap created by a withdrawal of funding and support from a sponsorship programme is minimal and well managed. If the supporting territory is not able to maintain the commitment, this exit strategy will be applied.

When planning for withdrawing from a sponsorship programme, the supporting office must notify and include IHQ in the process from the start. A minimum 12 months’ notice of the change is required. The supporting territory should look within to source alternative funding. However, if this is not found, both territories should work together to solve the problem.

The leadership of the withdrawing supporting territory will notify leadership of the implementing territory/territories affected, giving a minimum of 12 months’ notice of any proposed changes and the financial consequences that will result. This could also include alternative funding sources available to the implementing territory to address the gap. The sponsorship coordinator should also be copied into this notification.

The implementing territory will advise the supporting territory, copying in IHQ and the zonal offices, of the financial gap this will create and specify the institutions/programmes that will be affected.

The implementing territory is expected to have assessed whether it can cover the gap in funding through local funds and to communicate with IHQ and the supporting territory regarding this.

Should a solution between the supporting and implementing territories be unavailable, IHQ will contact leadership in other supporting territories to request their consideration of funding to cover the gap on a short or long-term basis.
Providing necessary support

Download Resources from sar.my/sponsorship

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www.salvationarmy.org