

# ADRA NORWAY Partnership Guidelines

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Version	Board Review
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## Background

Adventist Development and Relief Agency - Norway is part of the global humanitarian arm of the Seventh-day Adventist Church. ADRA globally delivers relief and development assistance to communities in more than 118 countries regardless of their ethnicity, political affiliation, gender, or religious association. ADRA Norway is registered with the respective Norwegian authorities, has a local membership and a legitimate governance structure/board.

For the past 30 years, ADRA Norway has supported the most marginalized people in local communities and addressed sensitive cultural issues such as stigma and discrimination, power and gender injustices, rights of women, children, persons who are disabled and vulnerable adults, and mitigated the negative influence of climate change and food insecurity.

Working in partnership is fundamental to the work of ADRA Norway and is an integral part of its Organizational Strategy<sup>1</sup>. ADRA Norway's strength comes from being part of a global organization, present in many countries, connecting in multiple ways across country borders and continents while working in complementary ways to reinforce and strengthen local partners and communities.

ADRA Norway is distinctly positioned to link three interconnected spheres:

- National and local ADRA partners in 118 countries close to communities living in poverty
- Regional and global advocacy, learning and capacity strengthening spheres
- Our supporters – Norwegian government and other donor organizations, faith constituencies from various backgrounds, businesses, and institutions - globally and in Norway.

## Key Partnership Operational Values

Working in partnership forms the foundation of who we are and how we believe change happens. It is not just a technical relationship set up to deliver a project. By joining in partnership, we act in solidarity with our partners and people living in poverty to bring about transformational change. And we ourselves are transformed in this process.

ADRA Norway's key operational values, which are consistent with Norad's civil society guidelines<sup>2</sup>, respects the inherent dignity and value of people and partners as active participants rather than passive recipients. ADRA Norway recognizes that transformative, sustainable changes must be driven by an effective partnership where committed change agents drive demands for accountability and for democratic, inclusive, and human rights-based alternatives encompassing a just distribution of resources.

Our key operational values for partnership development include:

1. Recognizing, respecting, supporting, and strengthening local partners and their leadership which are key tenets of ADRA Norway's Localization Strategy<sup>3</sup>. This is implemented by reinforcing rather than replacing national and local systems and building on local knowledge, capacities, and values.

<sup>1</sup> ADRA Norway Organizational Strategy, 2021-2025, [ADRA Norge](#)

<sup>2</sup> [Norad's Support to Civil Society: Guiding Principles](#)

<sup>3</sup> ADRA Norway Localization Strategy

2. Contributing towards partnership within the framework of the Sustainable Development Goals (SDGs)<sup>4</sup> by supporting initiatives to “leave no one behind”<sup>5</sup>, work differently with local systems through nexus approaches, investing in local capacity building, working for equality and non-discrimination and to cultivating active and meaningful participation.
3. Working with and through local ADRA partner organizations is our link to the targeted population, civil society groups, and local authorities and institutions. This model ensures local ownership, relevance, cost-effectiveness, and quality achieved through synergies with the ADRA network.
4. Recognizing the importance of multi-stakeholder partnerships for mobilizing and sharing knowledge, expertise, technology, and financial resources to fulfil the Sustainable Development Agenda. Our programs engage a variety of stakeholders and promote effective public-private and civil society partnerships.

## Our Partners

Tackling complex development issues often requires working with actors from a range of sectors with complementary roles and competencies. We know that we cannot end poverty through our direct actions alone. Therefore, we believe our partnership approach is an integral component and enabler to confront extreme poverty, recognize and challenge unjust power relations within communities, structures and across societies. Together we co-create and innovate collaboratively to design and implement methods and solutions. We work with communities and relevant local actors, faith leaders from various religious backgrounds, supporter groups, rights groups, donors, global, regional and national advocacy allies, private sector, governments (at different levels), unions, networks, cooperatives, social movements, media influencers, academia and others.

Our partners, include but are not limited to, the following actors:

**ADRA local office partners:** Our primary partner in any country will normally be the local ADRA office – a mandate established by the ADRA Network Partnership Principles (see Policy reference on page 4). ADRA Norway aims to empower our local partners and community groups to be a voice on their own behalf, using their own values, vocabulary, and culturally appropriate practices to achieve progress. ADRA office partners are formalized organizations that are rooted in the communities where they operate and have a legitimacy with grass-root communities, local platforms, local actors, local and national governments. They have a local constituency, e.g., in the form of a membership, and a legitimate local governance structure/board.

**Other local civil society organizations:** In addition to fostering and developing cooperation with ADRA offices, ADRA Norway, in line with our Localization Policy and through its partners, encourages relief, development, and advocacy work through other local organizations within our country programs. This includes civil society organizations (CSOs), faith-based organizations (FBOs), organizations of persons with disability (OPDs), cooperatives and other grassroots organizations focusing on women, youth, vulnerable adults, and so forth.

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<sup>4</sup> [UN Sustainable Development Goals](#)

<sup>5</sup> [UNSDG - Leave No One Behind](#)

**Faith communities:** ADRA Norway aims to engage Seventh-day Adventist Church actors, from individual church members, children, youth, to pastors, leaders, and institutions (health, education, research, community services' units, etc.), in Norway and globally, to support campaigns to eradicate poverty and highlight the challenges of people groups that are marginalised and forgotten. With 20 million Adventists around the world present in 212 countries, a network of education and health institutions and a well-developed web of relationships, being part of the Seventh-day Adventist Church is one of our key assets.

ADRA does not proselytize. God's love in ADRA's programs is expressed when it reaches out to those in need regardless of race, gender, and political, or religious affiliation. We work in harmony with a broad array of cultures, traditions, people of other faith, and people of nones, respecting the human dignity and religious freedom of all.

**Global NGO networks and coalitions:** Change demands cooperation. In many countries and regions, there exist coalitions of NGOs working together to achieve shared goals and values. ADRA Norway taps into existing coalitions, and, if necessary, create new platforms, to use the combined resources and power of like-minded voices to communicate widely to achieve desired objectives and contribute to development of strategies and plans. Refer to Annex C for more information on ADRA Norway's networks and coalitions' engagements. Furthermore, the ADRA network offices are part of many global and regional coalitions, i.e., Global Education Cluster, InterAction in US, Concord in Europe and so forth.

**Norwegian donors and coalitions:** ADRA Norway's main donor is the Norwegian Agency for Development Cooperation (Norad) – which is a professional body under the Norwegian Ministry of Foreign Affairs (MFA). Norad's main support include advisory functions, facilitating grant applications, quality assurance and monitoring, and evaluation.

Furthermore, ADRA Norway engages with donors and coalitions locally and internationally regarding government strategies and priorities for funding. The purpose of this networking is to influence donors in their support for major humanitarian and development needs such as education, mental health, disability, inclusion, rights of women, children and vulnerable adults, food security and climate resilience, and so forth. Our decision of what to advocate on in Norway is linked to our Strategy document<sup>6</sup>, and meeting the UN Sustainable Development Goals<sup>7</sup>.

**Other global and local platforms:** ADRA Norway raises awareness and mobilizes local and international support for major crises such as the Ukraine war, the Horn of Africa drought, the Sahel multiple challenges and forgotten humanitarian crises such as Myanmar and Syria conflicts. This work targets key decision makers, and includes participation in consultation platform meetings, direct dialogue, participation in open letters, media articles, and social media advocacy campaigns.

**ADRA global working groups and committees:** The ADRA network facilitates cutting-edge programming through knowledge sharing in regional and international working groups and technical learning labs. ADRA Norway contributes to building technical expertise within the ADRA network by engaging actively in the Program Development Advisory Committee, Finance Director's Forum, international technical learning labs on Education, Gender and Inclusion, Monitoring, Evaluation, Accountability and Learning, Mental

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<sup>6</sup> Ibid

<sup>7</sup> Ibid

Health, and Marketing and Development. Through membership of the ADRA Accreditation and Licensing Committee, we influence global standards and policies and ensure accountability of offices throughout the network. ADRA Norway also contributes with qualified staff on the International Emergency Response team to enable quick and efficient response to humanitarian disasters.

**ADRA European partnership:** ADRA Norway is actively engaged in the ADRA European region workgroups on coordination of programs, humanitarian work, resilience, and communications. This includes advocacy campaigns and joint humanitarian response from and within Europe. Furthermore, ADRA Norway works closely with other European supporting offices such as ADRA Denmark, Germany, UK, etc. in sharing expertise, joint funding applications, partner assessment and training.

**Private sector:** ADRA Norway collaborates with relevant businesses, vocational education, and digital learning providers. This enables us to explore and create innovative solutions, i.e., on food security and climate adaptation, and for teaching and learning and provide new learning methods for children with disabilities. Furthermore, partnerships with the private sector enable us to offer relevant vocational training and apprenticeships.

**Academia:** ADRA Norway enhances the culture of research and learning to evaluate and strengthen performance. We engage with research institutions (i.e., Fafo) on studies and evaluations to improve quality and input learning into the wider education discourse. We partner with universities and research institutions to improve capacity in new programmatic focus areas such as mental health, and to receive Master student interns in our programs. We will also collaborate closely with teaching institutions including teachers training and curriculum development.

## ADRA Network Partnership Principles (see Annex B for more information)

The ADRA Network Partnership Principles provide direction to members of the ADRA Network regarding the manners and mechanisms that they use to work together and form partnerships. To ensure the well-being and effective functioning of the ADRA Network and to increase the effectiveness of aid, the ADRA Network recognizes the need for close collaboration and strong partnerships.

The following principles and their associated commitments, rights, and responsibilities provide the basis for the partnership models outlined below. These form the basis for negotiation and management of partnerships between ADRA offices. The following three bullet points summarize the ADRA Network Partnership Principles:

- Strengthen mutual ownership of projects and programs in the negotiation of partnerships, capacity strengthening, development of management systems, fostering transparent communication and respecting territorial integrity.
- Alignment for more effective partnerships between ADRA offices through strategic coordination, division of roles and responsibilities, leveraging of each other's capacities.
- Delivering and accounting for results through jointly developed performance management, MEAL, and accountability systems, focused on delivering and documenting results.

## Capacity Strengthening Model and Principles

ADRA's motto, *Justice, Compassion, and Love* has a "glocal" (global + local) vision which capsulates the capacity strengthening model and engagement principles of ADRA Norway. This vision is consistent with

our main donor's (Norad) seven principles for civil society, namely, *sustainability, inclusion, partnership, legitimacy, accountability, cost effectiveness and context sensitivity*.<sup>8</sup>

**Local:** ADRA Norway believes in the power of local agency and locally led action and responses in our humanitarian, development, and peace-building work. ADRA Norway is committed to pursuing a strategy of operating "as local as possible" to include, but not limited to, the following principles:

- Understanding the local political economy
- Understanding that partnerships strengthen local actors through validation and legitimization
- Recognizing the value of local capacity, culture, language, knowledge, and impact on sustainability
- Involving local actors as equal partners in needs assessment, planning, coordinating, and evaluating processes
- Using local languages where possible in documentation and coordination processes
- Confronting all forms of discrimination, racism, prejudice, and notions of superiority within our partnerships.

**Global:** We also believe that international actors, such as ADRA Norway, can and should play complementary roles. ADRA Norway connects the local and global levels by building strong links between individual partnerships and wider movements. Jointly we work towards system changes that challenge unjust power relations and create transformational changes for communities and people living in poverty. In this sense partnership is both a means and an end for transforming people and systems.

**Compliance:** There should be no hierarchy regarding compliance. ADRA Norway and local organizations and partners work together to meet compliance requirements. Capacity assessments are conducted jointly for both local and international partners. Strengths are recognized, and gaps used to develop tailored, long-term, capacity strengthening/sharing plans which are shared with other partners to coordinate effective support and investment.

**Complementary:** This "glocal" mutual partnership model allows us to amplify each partner's reach and impact. We in ADRA Norway see our diverse partnerships (this includes partnerships with actors in the North) as interconnected and complementing each other so that together our different opportunities, skills, knowledge, experience, and strengths allow us to achieve more to shift power and deliver change.

Therefore, for ADRA Norway, *partnership is a mutual two-way exchange of resources, knowledge, experience, compliance, assessment, and learning between two or more parties*. This enables us to work and act together in a transformational way to bring about social justice and positive change. Our model of capacity strengthening is based on trust, shared values and goals and draws on strengths, while recognizing and responding to the limitations of each party.

In line with our values, ADRA Norway commits to and strives towards achieving capacity strengthening through the following broad principles as we stand and serve together with our partners and communities:

- Support is mutual: based on shared values, goals and mutual trust
- Support leads to collective action
- Support is transformational
- Support is honest and dynamic
- Support enhances social capital

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<sup>8</sup> Ibid

- Support enables learning for all involved
- Support mutual compliance without hierarchical roles
- Support builds on the legitimacy of all parties involved
- Support recognizes the contribution and added value of all actors in promotional material
- Support respects and expands the space and voice of others
- Support strengthens accountability and transparency
- Support enhances good management and governance.

## Selection Criteria of Partners

ADRA Norway's partnership selection model, guided by a set of shared principles, extends well beyond programmatic, operational, or funded projects to include all those aiming to be mutually transformational. These partnership selection criteria include, but are not limited, to the following:

1. **Shared Values** - ADRA Norway's choice for partners is rooted in shared mission, vision, values, strategies and how we are inter-related with others. Therefore, our partnership selection approach reflects not only our co-dependence and co-responsibility to one another, but our shared belief to see a world that is deeply divided with relationships between people, communities, corporations, and nations distorted by inequalities of power. As a result, we are confronted by the scandal of poverty and the degradation of humanity. Our mutual response is to re-envision a healed world and strive together where broken communities can be restored and transformed. This principle is an underlying criterion for our normal practice of partnering with local ADRA offices as indicated under "Our Partners" section on page 3 of this Policy.
2. **Legitimacy** – ADRA country partners are registered NGOs in their respective countries and are formalized organizations rooted in the communities where they operate and have a legitimacy with grass-root communities, local platforms, local actors, local and national governments. They have a local constituency, e.g., in the form of a membership, and a legitimate local governance structure/board.
3. **Competency in Achieving High Standards** – ADRA country partners are certified by the ADRA Accreditation and Licensing (AAL) program – which is aligned with the Core Humanitarian Standard (CHS)<sup>9</sup> the Accountable Now Framework<sup>10</sup>. Furthermore, to further strengthen the commitment to the AAL rigorous process with the objective of upholding high standards of operation, the ADRA International Board voted to make licensing through AAL a requirement for both accessing international funding and for using the ADRA brand for each ADRA office. These requirements are applied by ADRA Norway as minimum criteria for engagement for any existing or new partnership. Furthermore, our ADRA country partners are empowered and supported to conduct due diligence and adopt agreed assessment processes when selecting local CSO and third-party actors.
4. **Complementary Added Value** - Working in partnership should benefit everyone. In a partnership, the different parties should add value to each other. Developing partnerships has a cost and requires an investment in time, energy, funds, and other resources. ADRA Norway aims to ensure

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<sup>9</sup> [Core Humanitarian Standard](#)

<sup>10</sup> [Accountable Now Framework](#)

that the impact of the partnerships is greater than what individual partners could achieve by themselves. Therefore, this partnership criteria involves not only recognizing who contributes what (including resources, knowledge, social capital, legitimacy), but also dependencies. No entity comes to the table empty handed, and each party should have the ability to influence the others. Hence, ADRA Norway appreciates the fact that it can achieve very little without its partners.

5. **Local Knowledge and Context** – ADRA Norway’s partners have vast and diverse knowledge, experience, and learning, which helps root our vision for change in practical contexts and lived realities. This deep knowledge and understanding of local context, specific (often technical and context specific) expertise, and relationships with power holders (including government or traditional and faith leaders) allows us to co-create actions and priorities. They also bring legitimacy and social capital, and they help ADRA link to communities living in poverty. Furthermore, some of our partners are faith actors from diverse religious backgrounds with access to large faith communities and influential faith leaders. Authentic faith partnerships across the world with those who have a shared vision add an important distinct value as we can build on a faith foundation to jointly work towards a healed and more just communities in a complex broken world.
6. **Selection of Priority Countries** – ADRA Norway will continue to focus on countries that rank high in the OECD Fragility Framework<sup>11</sup> utilizing a combination of risks and coping capacities. Based on current OECD statistics, we will continue to prioritize countries in East Africa, West Africa, and Asia. Furthermore, we will remain proactive in influencing our donors’ geographical priorities, as well as respond to calls from proposals in other countries where we are not present. Such strategic commitments contribute to the defining criterion for selection of partners.

## Ongoing Risk Assessment of ADRA Norway and Partners

ADRA Norway’s Risk Assessment Policy identifies categories of risks and levels of risk appetite applicable to risk management, pertinent to partnership development and relationship, by covering the following areas:

- **Safeguarding, Safety and Security Risk** – ADRA Norway and partners aim to create a safe working environment for staff, volunteers, children, and vulnerable adults where everyone is protected from physical or psychological harm. ADRA Norway and partners have no tolerance for non-compliance with accepted Safeguarding, Protection against Sexual Exploitation, Abuse and Harassment, as well as staff safety and security policies and practices and for behaviors that may lead to staff, volunteers, partners, or children and vulnerable adults being harmed while at work or its surroundings.
- **Program Quality and Accountability Risk** - ADRA Norway and partners believe that program design is essential to meeting the needs of the affected community members. Without a good design, ADRA Norway and partners risk doing harm and affecting their reputation with communities, donors, and the wider development and humanitarian sectors. Adequate program operational capacity together with Monitoring, Evaluation, Learning and Reporting is also essential

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<sup>11</sup> [OECD Fragility Framework 2022](#).



to quality programs, accountability of resources and continuous improvements. ADRA Norway and partners have a low-risk appetite when it comes to risks affecting program design and quality.

- **Financial and Compliance Risk** - ADRA Norway and partners assess their financial management systems and processes to prevent mismanagement of funds, theft, fraud, and corruption, and terrorism financing while acknowledging financial management challenges and the need to continuously support capacity building and monitoring of financial systems to strengthen financial management process across its partners. ADRA Norway and partners are committed to a high level of compliance with relevant legislation, regulation, industry codes and standards as well as internal policies and sound corporate governance principles. ADRA Norway and partners have a low-risk appetite for financial and compliance risks but no tolerance for fraud and corruption.
- **Reputational Risk** – ADRA Norway and partners assess their reputation through engagement with its stakeholders. Public scrutiny through complaints and feed mechanisms are also an inherent part of ADRA’s activities. ADRA Norway and partners have a low-risk appetite for activities that will compromise the ethics, brand, or credibility of the organization.
- **Partnership Risk** – ADRA Norway and partners assess their partnerships through partner surveys, monitoring trips, analysis, and open dialogue. Effective and transparent relationships are essential to ensure effective program delivery. ADRA Norway and partners has a low-risk appetite for activities that may compromise its partnerships.
- **Supporter Engagement Risk** - ADRA Norway and partners mitigate the supporter engagement risks by ensuring that fundraising and supporter activities are efficient, adhere to ADRA and Norad’s values and meet accepted Norwegian industry standards and those of other countries in which we operate. ADRA Norway and partners have a moderate-risk appetite in identifying and exploring new ways of unlocking fundraising opportunities within the broader markets it operates.

## Annex A

## Distribution of Key Operational Partnership Responsibilities

Process	ADRA Norway	Local Partner
Capacity assessments	<p>Capacity assessments are conducted jointly for both ADRA Norway and local partner. Strengths are recognized, and gaps used to develop tailored, long-term, capacity strengthening/sharing plans which are shared to coordinate effective support and investment.</p> <p>Capacity strengthening/sharing plans are contextualized, mutually agreed, long-term, based on project and institutional needs, and identify a range of training and mentoring approaches, such as secondments, shadowing, peer exchanges and on the job training, with follow up monitoring.</p>	
Donor Engagement	<p>Dialogue with donors, influence policies, strategies, and priorities</p> <p>Access funding, report on progress, achievements, and results to donors manage compliance linked to contracts and regulations</p>	<p>Host visits from donors and identify and access local funding</p> <p>Communicate community priorities and needs</p> <p>Provide analysis of context (conflict, political, risks)</p> <p>Meet with embassies regularly.</p>
Capacity strengthening plans	<p>Ensure resources included in project design to support capacity strengthening initiatives led by partners.</p>	<p>Set the priorities for and take full “ownership” of, any capacity-strengthening support received with an eye both to immediate delivery and long-term sustainability</p>
Resources	<p>Support local partner to build their sustainability (including retention of key staff) by providing multi-year funds, allowing core funds in project budgets, and supporting local actors in income-generating activities or generating local funds.</p>	<p>Identify resources and organizational processes that should be supported by the programme, and include this in the budgets and the action plans.</p>
Coordination	<p>Participate in international coordination, donor meetings and thematic coordination. Collecting sectoral learning and preparing it for local partners</p> <p>Promote and facilitate active participation of local partner and other local actors in relevant coordination fora, and ensure a diversity of organizations represented, including women and youth led organizations.</p> <p>Highlight the role the local partner plays in partnership-based/joint humanitarian</p>	<p>Actively participate in local meetings, communication and coordination with fora, platforms, CSO, local and national governments to support relationship building,</p> <p>Participate in assessments and research linked to cluster work.</p>

	response at cluster and other coordination fora meetings.	
Accountability to affected populations	Form partnerships with local organizations with access to communities and support training on accountability and feedback mechanisms. Collect good practice and evidence and share it with local partners.	Support the active participation of affected people in project design, monitoring, implementation, and evaluation with particular focus on involving marginalized, minority and groups in vulnerable situations such as women, children, young people, adults and persons with disability.
Agreements	Co-design partnership agreements which include roles and responsibilities of both parties, shared risks, and mitigation measures are mutually agreed, including to ensure safeguarding and key policies and guidelines are addressed and adhered to.	
Project design	Co-design projects with ADRA Norway who provide technical expertise on proposal writing and technical issues, including conducting joint needs assessments, where needed.	
Project design	Provide technical support, training, and tools for need assessments, drawing on global good practice Provide templates and guidance notes for proposal and annexes.	Conduct needs assessment and consultations with stakeholders and communities and identify/prioritize interventions Draft context analysis, stakeholder analysis
Monitoring	Conduct joint monitoring visits to beneficiaries, providing opportunities for joint reflection on progress, obstacles and required modifications. Exercise openness to discussions on findings from local partner monitoring and allow flexibility to adapt programs and budgets in response to evidence of changing needs and community feedback as much as is practicable.	Maintain relationships with local communities, and international partners and donor agencies visit communities in agreement with, or when accompanied by, local actors when appropriate.
Standards	Coordinate to identify minimum standards for accountability and compliance, reforming processes where necessary. Support local partner to meet these minimum standards, mitigate risks, and ensure safeguarding. Local organizations invest in meeting these standards.	Invest time, resources and training in meeting identified minimum standards and agreed policies and guidelines
Risk management	Training, advice and timely information on security and risk management, and safeguarding is provided to local partner for operations in high-risk areas.	Meet regularly and reflect on risks that may have an effect on the results of the programme. Actively manage identified risks.

## Annex B

### ADRA Network Partnership Principles (D05 ADRA International Operating Policy 2010)

The ADRA Network Partnership Principles provide direction to members of the ADRA Network with regard to the manners and mechanisms that they use to work together and form partnerships. In order to ensure the well-being and effective functioning of the ADRA Network and to increase the effectiveness of aid, the ADRA Network recognizes the need for close collaboration and strong partnerships.

The following principles and their associated commitments, rights, and responsibilities provide the basis for the partnership models outlined below. These form the basis for negotiation and management of partnerships between ADRA offices.

#### Strengthening Mutual Ownership of Projects and Programs

ADRA offices commit themselves to:

1. Negotiate partnerships and program strategy in open dialogue with one another in an accommodating manner.
2. Collaborate to strengthen the capacity of each partner to achieve better results in accordance with applicable regulations and standards.
3. As far as possible, negotiate and use common program and administration management systems that meet the needs of each partner.
4. Communicate regularly and openly with one another to maintain transparency and build trust.

Rights and Responsibilities:

1. ADRA offices' activities—including raising funds from or implementing projects and programs in the territory of another ADRA office—will always be done through negotiation and partnership between the ADRA offices, and any joint arrangement will meet the needs of both ADRA offices.
2. ADRA offices' partnerships within the Network will be documented by negotiated written agreements.
3. ADRA offices jointly agreed-upon partnership terms and management systems will be adapted to respond to challenging environments.
4. ADRA offices will jointly identify and assure adequate funding sources for all program and management activities associated with a partnership.

#### Alignment for More Effective Partnerships Between ADRA Offices

ADRA offices commit themselves to:

1. Coordinate with one another in planning projects and programs to reduce fragmentation of funding and possibly increase pool funding/access to other resources.
2. Adopt clearly specialized roles in working together that, based upon the capacities of each partner, increase effectiveness.
3. Work toward developing long-term partnerships that extend beyond single projects and that support the goals of each office.

Rights and Responsibilities:

ADRA offices commit themselves to:

1. Partnership agreements between ADRA offices will clearly state the expected roles that each partner will play in order to ensure clear understanding of the expectations of each partner. The respective strengths of each partner will be considered in determining roles.

2. Supporting ADRA offices engaged with the same implementing partner will work together to ensure adequate funding and capacity of the implementing ADRA office.
3. Supporting ADRA offices will align their support and capacity building efforts with the strategic priorities of the implementing office. Implementing office capacity will be recognized and used to strengthen supporting office capacity.
4. Partnership agreements between ADRA offices will clearly state the time frame of the partnership, and a process for renewing or ending a partnership will be entered into well before the stated conclusion of the partnership agreement.

### **Delivering and Accounting for Results**

ADRA offices commit themselves to:

1. Jointly develop clear, results-focused objectives, and evaluate their success in achieving those results.
2. Work with performance-oriented management, prioritizing documentation and reporting of results.
3. Ensure accountability and transparency with one another and the beneficiaries.
4. Engage in open dialogue and share research and lessons learned.

Rights and Responsibilities:

1. Partnership agreements between ADRA offices include clear statements of the results expected of each partner and jointly of all partners.
2. ADRA offices' partnerships will include jointly developed evaluation systems for measuring partner satisfaction and for holding each other mutually accountable for meeting agreed upon expectations.
3. ADRA offices will share evaluation and result reports with the ADRA Network so that all offices can learn from both positive and negative experiences.

## Annex C

### ADRA Norway Partners, 2018-2023

<p><b>ADRA Country Partners - South</b></p> <ul style="list-style-type: none"> <li>ADRA Ethiopia</li> <li>ADRA Lebanon</li> <li>ADRA Mali</li> <li>ADRA Myanmar</li> <li>ADRA Niger</li> <li>ADRA Somalia</li> <li>ADRA South Sudan</li> <li>ADRA Sudan</li> <li>ADRA Syria</li> <li>ADRA Thailand</li> <li>ADRA Uganda</li> <li>ADRA Ukraine</li> </ul>
<p><b>ADRA Country Partners - North</b></p> <ul style="list-style-type: none"> <li>ADRA Canada</li> <li>ADRA Czech</li> <li>ADRA Denmark</li> <li>ADRA Germany</li> <li>ADRA in Iceland</li> <li>ADRA Sweden</li> <li>ADRA-UK</li> </ul>
<p><b>ADRA Regional Offices</b></p> <ul style="list-style-type: none"> <li>ADRA Regional – Africa</li> <li>ADRA Regional - Asia</li> <li>ADRA Regional – Europe</li> <li>ADRA Regional - MENA</li> <li>ADRA International</li> </ul>
<p><b>Government (Norway)</b></p> <ul style="list-style-type: none"> <li>Ministry of Foreign Affairs, MFA</li> <li>Norwegian Agency for Development Cooperation, Norad</li> <li>Norwegian Directorate of Immigration UDI</li> <li>Norwegian Embassies</li> <li>The Directorate of Integration and Diversity, IMDi</li> </ul>
<p><b>Norwegian Partner Organizations</b></p> <ul style="list-style-type: none"> <li>Care</li> <li>Christian Michelsens Institutt (CMI) – for research purposes</li> <li>Forum for Utvikling and Miljø (ForUM)</li> <li>Global Campaign for Education Norway</li> <li>Global Info i Norges</li> <li>Mental Health Network</li> <li>Myanmar NGO forum</li> <li>Naturvernforbundet (Friends of the Earth Norway)</li> </ul>

Strømmestiftelsen  
Sudan Forum  
The Development Fund  
Tørlandskoordineringsgruppen  
YGlobal

**Project Consortium**

Atlas Alliance Through Together for Inclusion Program- TOFI consortium includes -

- ADRA Norway
- Norwegian Church Aid
- Plan Norway
- Save the Children Norway
- SOS Children's Villages Norway
- The Norwegian Association of Disabled
- The Norwegian Association of Blind and Partially Sighted
- The Norwegian Association of Persons with Developmental Disabilities
- The Norwegian Federation of Organizations of Disabled Persons
- The Norwegian Association for Spina Bifida and Hydrocephalus
- Youth Mental Health Norway
- The Strømme Foundation

Civil Society Advisory Group  
Education Cannot Wait, ECW  
Nordic Mental Health  
Psychosocial Support Forum

**Membership (Norway)**

Frivillighet Norge  
Innsamlingskontrollen  
Innsamlingsråd

**Faith-Based Organizations**

Digni - an umbrella organization for 20 Norwegian mission societies and churches engaged in long-term development cooperation

Mission Alliance – an interdenominational mission organization that consists of a broad alliance of individuals, groups, churches, external organizations and international partners.

Norwegian Council of Churches

- Network for Religion and Development
- Global Info/Global Week

Seventh-day Adventist Church (Norway and Globally)

- 59 churches and 4,502 members in Norway – <https://www.adventist.no/> - partnering for annual appeal public fundraising, advocacy campaigns, voluntary community support and fundraising
- 11 Adventist affiliated schools in Norway - <https://www.adventist.no/liv/fellesskap/finn-en-skole/> - partnering for annual appeal fundraising, advocacy, and training
- 8,515 educational institutions globally operating in over 100 countries with over 1.95 million students worldwide – partnership opportunity for research, training, advocacy campaigns and capacity strengthening
- Happy Hand charity shops in Norway, [Happy Hand Moss](#) and [Happy Hand Vik](#) – fundraising, support for refugees in Norway and raising awareness about poverty