

A10: PARTNERSHIPS POLICY (NOVEMBER 2024)

10.1 INTRODUCTION

Purpose

REDRESS works in collaborative partnership with many other NGOs, which is one of our values. We develop this work with concrete initiatives under the Solidarity programme, particularly in the field of financial and organisational support for partner NGOs.

The purpose of this policy is to explain the principles behind the REDRESS partnerships model and to guide the procedures that are used to deliver collaborative partnerships in practice.

10.2 PARTNERSHIPS POLICY AND PRINCIPLES

The REDRESS Model: Supporting National and Regional Partners

REDRESS has offices in London and the Hague but does not have offices in other parts of the world. This is a deliberate choice. We want to work with national partners and regional organisations around the world, recognising their expertise, amplifying their voice, and supporting their work. By delivering projects jointly with our partners, we share expertise between us, and enable NGOs to access new sources of funding. This model has worked well for 30 years and mitigates many of the risks that arise when international NGOs work at the national level, and can monopolise the attention of policy makers, the media, and donors, and disrupt the human rights community.

Collaborative Partnerships

One of our institutional values is that we work in collaborative partnership with national and regional partners, as well as other international NGOs.

This approach has many advantages. Our national partners bring direct experience and expertise of the relevant facts, law, and policy questions. They will often have a direct relationship with survivors of torture or survivor communities, and other national or local civil society groups. Our regional partners bring a detailed knowledge of the regional human rights systems, and how best to develop and deliver policy advocacy to those bodies. Our international partners bring specialist expertise in other areas of anti-torture work, such as medical documentation, rehabilitation, prevention, activism, and UN advocacy.

This collaboration does not happen by chance but takes time and commitment. REDRESS includes activities to support collaboration in project proposals under our Solidarity programme to ensure effective partnerships. These include managing knowledge relating to a particular issue of expertise, sharing information with partners, organising curated meetings to discuss key issues and share updates, and delivering workshops to share experiences and develop projects and cases.

REDRESS recognises that in civil society relationships there can sometimes be an imbalance of power and funds, which needs to be acknowledged. We seek to mitigate this through a practice of full inclusion of partners in our solidarity activities, co-developing ideas, and co-delivering projects.

The guiding principles that we will follow when working in partnership with NGOs are:

- *Equality*. This requires mutual respect between members of the partnership for their mandates, obligations, and independence, and recognising each other's constraints and commitments.

- *Transparency.* This is achieved through dialogue with an emphasis on early consultations and information sharing.
- *Result-oriented approach.* The partnership must be realistic and focused on activities, requiring co-ordination to achieve outcomes based on the capabilities of each organisation.
- *Complementarity.* REDRESS values the diversity of the anti-torture movement and will work with national partners to enhance and complement their contributions.

Solidarity

Our 2025 Strategy sets out our ambition to strengthen the anti-torture movement. We will do this by working with our key partners and through several networks.

- *REDRESS Solidarity Partners.* These are the NGOs who we are currently collaborating with to deliver projects or cases. We will structure our relationship with them as our prime partners, and direct our Solidarity activities towards them, to develop an effective 'Community of Practice.' At this stage we do not propose to develop a formal network.
- *Our Networks.* REDRESS is involved in several networks, including the Pan African Reparations Initiative, the Victims' Rights Working Group of the Coalition for the International Criminal Court, the Universal Jurisdiction Advocacy Group, and the United Against Torture Consortium. We will use these networks to develop and promote our main partnerships.

Due Diligence Review

Prior to working with a national partner REDRESS will carry out a due diligence review of that partner and will develop specific procedures for doing that. The review should be conducted in a way that is respectful of the achievements, experience, and time of the national partner.

The procedures will allow for a varied approach, with a light review for smaller projects and a more detailed review for complex projects where there is also a financial commitment. REDRESS will only ask for information that is necessary and keep the review process as simple as possible.

Where the partnership involves a financial element, then a more structured due diligence process will take place as set out in section 10.3 below.

Project Development

Where possible, projects should be co-developed with national partners using a participatory approach, so that the process of analysing the problem and proposing the solution is done jointly. This includes identifying priorities, building an appropriate project team, and developing a budget.

This approach requires an existing relationship with the partner and a longer lead-time to develop project proposals. Where possible, we will also include an inception phase in any large projects, which allows for the project to be further developed once funding is confirmed and the project staff are in place.

Solidarity Workshops

Through the Solidarity programme REDRESS seeks to share our experience with our partners. This is mainly delivered through practice notes and workshops on strategic litigation against torture, reparations, and other areas, and through organisational workshops to share experiences relating to finance, fundraising, communications, and managing risk. Through our workshops we seek to develop a lasting relationship with our partners, rather than deliver a one-off event.

In designing projects that include workshops REDRESS must be aware of the need for such interactions to reflect the needs of our partners and must recognise their expertise. This means that workshops should be co-designed through a participatory process, where those involved are able to provide input on what is most useful for them.

Our facilitation methodology is designed to encourage brainstorming of individual cases and projects, allowing our partners to develop appropriate responses, and to co-design a delivery plan. The methodology encourages follow-up, where those initial plans are subsequently reviewed, and the collaboration is continued.

Institutional Strengthening

REDRESS has the advantages of a strong operations team, including finance, fundraising, communications, and project management, who often work closely with our national partners. As part of our due diligence procedures, we will review the policies and procedures of our partners.

As part of our commitment to strengthening the anti-torture movement we have included institutional strengthening activities in project proposals, allowing us to provide support and mentoring to national partners where it is requested, with the aim that our partners will be stronger at the end of our collaboration with them than at the beginning. This is also an opportunity for operations staff to develop their skills and engage directly with partner

10.3 FINANCIAL PARTNERSHIPS

As part of the process of working with national partners to deliver project activities, REDRESS often provides financial support to those partners. As we enhance this work, we will further develop specific procedures to ensure that our financial support is delivered in a participatory and effective way.

Principles

REDRESS will follow several key principles in developing and delivering financial partnerships.

- a) *Effectiveness*. The main purpose of financial partnerships is to deliver good quality partnerships that produce effective activities, with partners who are best placed to do the work.
- b) *A Proportionate Process*. REDRESS has limited time and resources, so we want to make sure our system allows us to focus on the issues that are most important to us. Partners also have limited time and resources, so we have a responsibility to minimise as far as possible the administration involved in financial partnerships. We need to be sure that every part of our process is necessary and adds value – and that it is proportionate to the scale of the financial support given.
- c) *Targeted calls*. To deliver effective partnerships, we will focus the majority of our financial support on the REDRESS Solidarity Partners, to develop those relationships and deliver effective projects. This means that we will adopt a targeted approach to those partners.
- d) *Open Calls*. We will combine targeted calls with open calls, allowing us to reach a broader audience. For these opportunities we will broadly disseminate announcements to encourage open competition to the greatest extent possible.
- e) *Collaborative Financing*. As much as possible, REDRESS will deploy partnership procedures that are sufficiently flexible to allow for the co-development of projects, and that are not a burden on the partners.

Procedures for Financial Partnerships

REDRESS has developed detailed procedures governing financial partnerships that set out how we consider eligibility (who), project content (what), and project approach (how). These procedures ensure that any financial support is used purely for charitable purposes, and that REDRESS has taken reasonable steps to satisfy that requirement.

The financial support procedures will set out specific expectations in several areas:

- a) *Principles governing financial partnerships.* These will include eligibility, conflicts of interest, charitable purpose, limitations to liability, and exclusion.
- b) *Calls.* Procedures for designing financial partnerships opportunities and the criteria that will be applied.
- c) *Application, evaluation, and selection.* These will include notification of partnership opportunities, requirements for the application, and the process for evaluation and selection.

Partnerships Review. These will include procedures for due diligence review, which will be different for small projects (up to £2,000), medium projects (up to £10,000) and large projects (over £10,000).

Participatory Design. These include the process for agreeing the activities and objectives, as well as developing a project description and project budget.

- a) *Partnership Agreements.* The contractual arrangements, and the expectations for both partners, including for reporting.
- b) *Reporting.* How we will ask partners to report on progress through narrative and financial reports, and the different procedures applicable to small, medium, and large projects.
- c) *Monitoring.* The process for monitoring the financial partnership, reviewing progress reports, and conducting audits where necessary.
- d) *Termination.* The procedures for concluding a financial partnership.

10.4 TRAINING

All staff and associated personnel will receive training on this policy as part of their induction.

A refresher training session is conducted for all staff at least annually to remind them of the policy and to inform them of any changes.

10.5 ASSOCIATED POLICIES

Staff should be aware of the following associated policies.

- A8: Safeguarding Policy
- A13: Complaints Policy

10.6 POLICY REVIEW

This policy was approved by the Board of Trustees on 25 July 2023. It was reviewed by the Board on 12 November 2024.

This policy is subject to revision at any time REDRESS considers it necessary to do so.

In any event, the policy will be reviewed again in November 2026.