

**THE NAIROBI
WALDORF
SCHOOL TRUST**



NWST Partnership Policy

This Policy is issued on the authority of the Board of Trustees, Nairobi Waldorf School Trust.

Effective Date of the Policy: **3rd June 2023**

Execution Date of the Policy: 7th May 2025

Chairperson, Board of Trustees

Name: Pooja Patel

Signature: .....

Date: 7th May 2025

POLICY AMENDMENTS

Serial No.	Amendment	Date of Amendment	Nature of Change	Name and designation of the authorized person	Signature of the authorizing person

FORWARD

The Nairobi Waldorf School was established in 1999. We welcome more than 400 children on two campuses in Nairobi, Kenya. Lavington campus consists of the toddler, playgroup, kindergarten, and primary 1-5 grades. The Karen campus includes toddlers, playgroups, kindergarten, primary grades, and High School. Our School has established a nurturing and growing community that shares the vision of raising and educating children holistically, in true consciousness and love, to enable them to contribute toward establishing a more peaceful and sustainable world. The partnership policy lays out the principles that underpin the spirit and values of partnership that should be used as a guide in our partnership agreements and collaborations. The Nairobi Waldorf School Trust (NWST) policy on partnership outlines the principles and approaches fundamental to our School's partnerships. NWST believes that by building effective partnerships based on the commitment to provide excellent services, equity, and respect, we will be able to achieve our strategic goals and have a lasting impact.

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Pooja Patel

Chair, NWST Board of Trustees

LIST OF ABBREVIATIONS

NWST

-Nairobi Waldorf School Trust

MISSION AND VISION STATEMENTS

VISION

Nurturing wholistic beings

Mission:

To be the leading inspirational School in Kenya by nurturing, through Waldorf education to enable balanced, free individuals capable of critical, creative, and flexible thinking.

ORGANIZATIONAL VALUES

Reverence: Nurturing deep respect for individuals and our connections to the world.

Inventiveness: Inspiring thoughts and actions through innovation.

Freedom: Encouraging individuality while maintaining personal responsibility.

Imagination: Cultivating the creative, imaginative minds of students.

Diversity: Embracing and appreciating our differences.

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BACKGROUND

The Nairobi Waldorf School was established in 1999. We welcome more than 400 children on two campuses in Nairobi, Kenya. Lavington campus consists of the toddler, playgroup, kindergarten, and primary 1-5 grades. The Karen campus includes toddlers, playgroups, kindergarten, primary grades, and High School. Our School has established a nurturing and growing community that shares the vision of raising and educating children holistically, in true consciousness and love, to enable them to contribute toward establishing a more peaceful and sustainable world. NWST seeks to achieve its mission and vision by fostering healthy partnerships with organizations that share a common interest with our organization. A partnership policy is critical in promoting effective working partnerships. The Policy lays out the principles that underpin the spirit and values of partnership that should be used as a guide in our partnership agreements and collaborations. The Nairobi Waldorf School Trust (NWST) policy on partnership outlines the principles and approaches fundamental to our School's partnerships. NWST believes that by building effective partnerships based on a commitment to providing excellent services, equity, and respect, we will be able to achieve our strategic goals and have a lasting impact.

POLICY PURPOSE

The Partnership Policy aims to provide a common understanding of the School's approach to a partnership that promotes consistency and coherence in our work with partners.

POLICY SCOPE

The Nairobi Waldorf School Trust (NWST) policy on partnership outlines the principles and approaches fundamental to our School's partnerships.

NWST believes that by building effective partnerships based on a commitment to providing excellent services, equity, and respect, we will be able to achieve our strategic goals and have a lasting impact.

The Policy is divided into two parts:

1. Values and partnership principles.
2. Monitoring, Evaluation, Learning, and accountability.

This Policy focuses on the School's relationships with External service providers, independent consultants, parents, contractors, and any third parties offering any service to the School. This Policy aims to facilitate the development and implementation of partnerships to improve the quality and effectiveness of such partnerships.

DEFINITION

Unless otherwise stated, the following terms shall bear the meaning assigned:

“Partnership” means a mutually beneficial and interactive relationship between two or more entities, undertaken for a specific purpose and works towards a shared goal of positive and sustainable impact for the NWST. A Partnership is also an agreement between parties to do some work together that will benefit all parties involved, bringing results that could not be achieved by a single partner operating alone, thus reducing duplication of effort.

“External Service Providers” means organizations or individuals (independent contractors) who provide professional or other services to the School for a fee.

“Independent Contractors” means service providers that are self-employed individuals in an independent trade, business, or profession who offer their services to the general public under a contract or agreement. Typically, independent contractors supply their workplace and tools, are not supervised, control their work schedule, and have a particular set of skills not found elsewhere within the School.

“Professional Services”: Professional and Consulting Services are usually customized services that utilize specialized intellectual or creative expertise based on personal skills or ideas of an individual(s) or company that are provided for a fee.

POLICY STATEMENT: VALUES AND PARTNERSHIP PRINCIPLES

NWST aims to develop relationships based on trust and respect and will be guided by the following principles in its partnerships:

Openness and Understanding

The partnership should foster an open, transparent, and participatory dialogue, emphasizing consultation and sharing of information from the earliest stages of the partnership. Partners should be able to discuss their concerns, agreed fees, and conflict of interest openly and without fear.

Openness and honesty are essential in a working relationship to develop understanding and build trust over time. When challenges occur, partners should adopt a positive approach to problem-solving, focused on understanding what went wrong and how they can work together to get things back on track rather than attributing blame.

Respect

NWST and its partners must respect each other's mandates, obligations, principles, and independence. A strong relationship requires that partners should be recognized for their contributions. A good partnership actively nourishes and supports its members so that people feel good about being part of it. Showing appreciation and respect for partner differences provide this needed support and allows those differences to be used as valuable resources to enhance the partnership objectives.

Integrity

NWST and its partners shall conduct all business and professional matters of the partnership and program with honesty, truthfulness, and sincerity while remaining fair and ethical in all situations. In addition, they both have a moral obligation to each other to accomplish their tasks with integrity, responsibly, and appropriately.

NWST has a set standard for partnership and shall not enter partnerships with organizations that cannot meet their integrity standards.

Mutual Accountability

NWST and its partners shall be accountable to each other and for the partnership's actions, its use of resources, delivery of the intended outputs, outcomes, and impact. Therefore, the mutual rights and obligations between NWST and its partners must be established and formally agreed upon.

Confidentiality

All documents/secrets/trades etc. should be confidential. Any documents shared shouldn't be reproduced save in line with the purposes of the partnership - and at the end of the partnership, all these documents should be returned.

Mutual Benefit

Each party agrees that it will be performing its obligations under this agreement in consideration for the agreement for the other party to perform such party's obligations. Accordingly, each party is solely responsible for all its costs and expenses associated with the evaluation.

Acknowledge interdependence

Each partner needs the other agreed upon at the onset of a relationship to fulfill their individual and joint objective. Recognizing this phenomenon of mutual need and interconnectedness allows the parties to share responsibility and work for the benefit of the whole and the other, knowing that this also serves their best interests.

Partnership Selection

NWST is committed to ensuring that it chooses the right partners to work with and understands all partner's strengths and weaknesses and the implications thereof for the School's strategy and management.

Before entering a formal partnership, NWST shall conduct a due diligence exercise with each potential partner to assess their structure, governance, fundamental capacities, and reputation. This ensures that NWST has a complete picture of the partner they are about to engage.

Planning

NWST and the partners shall jointly define and plan for future partnerships. In the planning stage, NWST and the partner shall determine which work methodologies to apply and specific activities to carry out under the partnership. Where applicable, a detailed Partnership Work Plan and a corresponding partner budget shall be drawn, and the partners shall obtain mutual endorsement before signing the agreement that formalizes the cooperation. In addition, a Partnership Monitoring & Evaluation Plan with relevant indicators related to the different results areas set out in the Partnership Work Plan must be drawn up and agreed upon between the partners/service providers where applicable.

Inception

Before implementation kicks off, a project/service inception meeting should be held between NWST and the partner to ensure that there is agreement and clarity across the board concerning the relevant project/service objectives, quality of service, outputs, activities, strategies, and methodologies to be applied and the roles and responsibilities of all involved parties.

Delivery/Results

Having formalized the partnership through a written agreement, implementation of agreed activities and services (including any related capacity building) may be started. To ensure the adequate performance of activities and conducive partnership relations with NWST, clarity must prevail from the outset regarding the lines of communication in the partnership. Official points of contact must be established between the partners from the beginning, and agreed communication lines should be adhered to by all parties involved to avoid confusion, duplication, and potential discord. If a partner fails to deliver within the stipulated timelines, the School shall issue two verbal requests. Failure to honor the two requests leaves the institution with no option but to terminate the contract.

PROCEDURE: MONITORING, EVALUATION, LEARNING, AND ACCOUNTABILITY.

Monitoring

Once project activities are implemented, joint monitoring must occur at various levels to ensure accountability, learning, and achievement of results. The project's activities, finances, risks, and performance measures are tracked and monitored, along with the health and functioning of the partnership itself. All partners shall review and discuss any shortfalls or challenges to get things back on track. A good evaluation and monitoring process helps to assess, throughout the partnership, whether services are relevant and results satisfactory and to gauge the partnership's true impact.

Reporting

NWST and its partners will need to demonstrate where and how they are successful – and if they are not, they need to indicate how their strategy will be changed. Data collected from monitoring activities shall be consolidated into

regular reports to communicate performance. NWST and its partners agree to implement any necessary adjustments to the agreement and work plans in response to learnings or changing circumstances.

Evaluation and Learning

The project/service and partnership evaluation must be done whenever the contract period ends. The partnership evaluation deals with the overall purpose, and longer-term objectives for the partner collaboration set out in the agreement, as well as with the relational aspects of the partnership. It is also a significant learning opportunity through which both parties may extract valuable information that can strengthen their respective partnership approaches and more comprehensive organizational development.

Informal reviews of the partnership will occur throughout the relationship, but a more formal review should occur as the project ends its life cycle. NWST and its partners should ensure that both the project and partnership are evaluated to document their respective successes, challenges, and learnings.

Termination of Partnership

Based on the partnership evaluation, NWST will decide whether to continue, provided that such cooperation remains aligned with our strategic priorities and that resources are available. NWST may choose not to propose a continuation of the partnership. In that case, the partner in question should be duly informed and receive a substantiated explanation for the decision behind the closure from NWST.

Information Management

After executing a partner agreement, the School Director in NWST shall ensure that the partnership conditions are adhered to and that the partner submits reports to NWST on time. In addition, the initiating department shall maintain a formal contract and an electronic file for each partnership, which should include the signed contract, due diligence results, recommendations of the partnership committee, and the management decision, including the audit and evaluation of documents.

POLICY IMPLEMENTATION, MONITORING, AND REVIEW

The overall responsibility for implementing the Policy is vested in the **NWST School Director** and shall be assisted by the **NWST Deputy School Director**.

Once approved, this Policy shall be reviewed annually or when the need arises. However, the period from one review to the next will not exceed 24 months.

RELATED POLICIES

This Policy also will work in conjunction with the following policies.

1. NWST Communication Policy.
2. NWST Complaint management policy.
3. NWST After School Activity Policy

ROLES AND RESPONSIBILITIES

School board -Approval of the Policy.

School director -Implementation of the Policy

Deputy school director -Assist in the implementation of the Policy

Human Resource Manager: Policy writer and Policy Owner

Members of the NWST Community and service providers -Policy Stakeholders.

POLICY COMMUNICATION

The Policy shall be communicated through the procedures approved by the board.

REFERENCE /CITATIONS

NWST Operations Manual

NWST Code of Conduct

NWST Standard Operating Procedure

PARTNERSHIP AGREEMENT

I have read and understood the partnership policy's content, requirements, and expectations. I have received a copy of the Policy and agree to abide by the policy guidelines as a condition of my engagement and continuing partnership with the School.

I understand that if I have questions, at any time, regarding the Policy, I will consult with the school manager.

Please read the partnership policy carefully to ensure that you understand the Policy before signing this document.

Signature:

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Service providers Name:

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Date:

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