

CLAN Partnership Policy

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1. Introduction

Principles that govern CLAN’s strategic planning, implementation and delivery of programs are based on equity, collaboration, transparency, accountability and mutual respect. CLAN’s strategy includes working in partnerships at a local, national, and international level to assist children living with Non-Communicable Diseases (NCDs) globally. CLAN recognises the role of partnerships in the implementation of their strategic framework to provide community support and development, and to achieve positive outcomes based on its five pillars. CLAN engages in a broad scope of partnerships, including but not limited to, multi-sectoral partnerships and subsequent collaborative initiatives to work directly with children and their families, partnerships with in-country medical professionals, or partnerships to engage in advocacy.

2. Purpose

CLAN’s basic purpose and not-for-profit status underpin planning and initiatives are based on its 5 Pillars to achieve its goals to improve the quality of life and longer term health outcomes of children with non-communicable disorders. (4.3.1)

The purpose of this policy is to consolidate the requirements of partners and CLAN’s commitments regarding partnerships. The policy has been developed to make accessible the procedures and requirements of partners when working in conjunction with CLAN, to assure mutual understanding and accountability.

3. Scope

This Policy applies to all relevant personnel working with CLAN and its partner, including the staff, volunteers, and contractors of the partner through the duration of said partnership.

4. Definitions

Aid & Development	Refers to activities undertaken to reduce poverty and address global justice issues. In the non-government organisation sector, this may occur through a range of engagements that includes community projects, emergency management, community education, advocacy, volunteer sending, provision of technical and professional services and resources, environmental protection and restoration, and promotion and protection of human rights.
Collaboration	The process of two or more people, entities or organizations working together to complete a task or achieve a goal
Coordination	The organisation of the different elements of a complex body or activity so as to enable them to work together effectively

Dispute	Dispute can occur when one or more people disagree about a matter which is not resolved
Non-Aid	Refers to limitations on the use of funds by NGOs. A NGO is not permitted to use government funding for welfare, religious or political purposes or activities. These are to be identified separately if the organization is involved in such activities
Partner	A person or commercial entity which has alliance with another person or commercial entity
Partnership	An arrangement where parties agree to cooperate to advance their mutual interests
Sustainability	The ability to be maintained effectively in the long term.

5. Commitments

CLAN will decide what projects and activities are necessary, appropriate, and able to be supported by partnerships.

CLAN is committed to building partnerships to work collaboratively through the frequent coordination of development and humanitarian initiatives to achieve an improved quality of life for children living with NCDs.

CLAN strives to complement the valuable work of others, specifically supporting local partners to develop their capacity and influence their development.

CLAN will support mutually identified capacity-strengthening strategies with their partners.

CLAN will ensure the accurate dissemination of information to all primary stakeholders, particularly those within a partnership, guaranteeing frequent communication. Key information will be evidenced and accessible via CLAN's website.

CLAN is committed to promoting partnerships through collaboration and discussion with partners, community, families, and children involved in projects/programs.

CLAN is committed to implementing equal opportunities, equity, and acceptance of diversity for those involved in CLAN activities and partnerships.

CLAN and partners will clearly identify the separation between aid and development, and non-aid and development objectives and activities.

CLAN will disseminate relevant information about its partners, programs, outcomes and lessons to partners, volunteers, donors, and the public as relevant.

6. Standard of Conduct

CLAN's partnerships are built upon integrity, accountability, and transparency.

CLAN's members will work intentionally with others in mutually respectful ways.

CLAN's Code of Conduct for Working with Children (contained within the Child Protection Policy) is relevant to all individuals within CLAN's activities, including partners and associated members.

CLAN is accountable to government agencies, donors, supporters, and partners.

CLAN will encourage and support program participants and partners to work in an environmentally responsible manner.

CLAN will ensure that staff, volunteers, contractors, and partners are informed prior to engagement that they have a responsibility to disclose to CLAN information about any possible wrongdoing that occurs in a CLAN activity.

CLAN is committed to implementing equal opportunities, equity, and acceptance of diversity for those involved in CLAN activities and partnerships.

Principles of humanity, impartiality, independence, and neutrality provide direction and guidance to CLAN's programs.

CLAN's programs require documentation, agreed terms and conditions, and honest reporting for all its activities including its work with partners, donors, volunteers, and relevant professionals involved in particular activities.

7. Guidelines & Policy for the Acceptance of Partnerships

Prior to the formation of all formal partnerships, CLAN will undertake the following procedures sequentially:

- 1) The Australian Council for International Development (ACFID) Code of Conduct and CLAN's Policies will be shared with relevant partner/s to inform and obtain agreement prior to a formal agreement being made.
- 2) CLAN will undertake diligence and capacity assessments of organisations with whom they work in formal partnerships, as per the Partnership Assessment.
- 3) CLAN's governing body (1.4.3) will ensure that the Child Protection Policy is disseminated to, and training undertaken for all relevant persons and groups prior to implementing programs or activities to ensure safe environments for children.
- 4) CLAN will ensure that, within the Child Protection Policy, relevant documents are disseminated and agreed to by the partner. This includes the Sponsorship Guidelines, Code of Conduct for Use of Children's Images, and Code of Conduct for Working with Children. Each are available within the Child Protection Policy.
- 5) CLAN's Code of Conduct for Working with Children (contained within the Child Protection Policy) will be disseminated all relevant persons involved in CLAN's partnerships and associated programs and activities.
- 6) Australian Partners will be assessed on their ability to ensure child safety, as per the Partnership & Child Safeguarding Requirements detailed in the Partnership Agreement.
- 7) CLAN will consider the knowledge and perspectives of a potential partner and analysis of power dynamics and issues of gender equality and equity.
- 8) CLAN will carry out a formal assessment of the capacity of partners, as per the Partnership Assessment. This ensures that partners will prioritise and protect the safety of all those involved in CLAN's collaborative initiatives, specifically children and vulnerable groups.

Under circumstances where partners may manage funds on behalf of CLAN, due diligence assessments of such partners will be undertaken, as per the Partnership Assessment. CLAN mandates that partners involved in fund management do NOT apply funds or resources to those under the prohibited entities listing. CLAN ensures that members involved in fund management are accredited to do so and adhere to legislated financial requirements, such as accounting and auditing standards. These assurances are made accessible to the partner, who will become signatory to such standards.

8. Guidelines & Policy for the Formation of Partnerships

CLAN's criteria for assessing project proposals from partners includes a range of relevant areas, outlined in the Partnership Assessment.

The formation of a partnership is signified through the signing of the Partnership Agreement. Termination guidelines of partnerships will be collaboratively determined through the Partnership Agreement.

CLAN is committed to complying with the ACFID Code of Conduct. As such, CLAN will share and discuss a range of relevant policies with all partners and persons supporting CLAN and its activities, including but not limited to the Child Protection Policy, Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy, Protocols for Reporting Serious Incidents, Counter-Terrorism Policy, Financial Impropriety Risk Management Policy and approaches to humanitarian aid. This is done so through the Partnership Agreement. CLAN will need evidence from partners that they comply with these policies.

CLAN will ensure that inductions will be given for each new group or person involved in delivery of CLAN activities. In most cases where partners are involved in CLAN activities, a legal agreement or MOU will be made for their contributions and working with CLAN.

9. Guidelines & Policy for the Duration of Partnerships

9.1 Risk Assessment

CLAN will undertake a risk assessment of each individual project within a partnership, including areas of potential discrimination. Partners will be involved in developing the risk management plan for that project. The need for training pre-delivery of a project includes collaboration with partners and any others who are to be involved in the program or project. Partners will also be required to show evidence of compliance with CLAN's policies that are relevant to each specific project.

9.2 Project/Initiative Implementation

CLAN works collegially with partners and/or relevant stakeholders at all stages of a program, project or activity undertaken to achieve strategic goals. Coordinated programs or projects are developed and implemented with input from partners and where relevant to a program, will include input and/or feedback from participants such as presenters, health officials, children living with NCDs and their families.

Program planning, implementation, monitoring and evaluation processes will include consideration of potential and realised impacts on the environment.

Programs undertaken with partners may include responsibilities for sharing risks and resources.

CLAN's planning, guidelines and implementation procedures will include requirements relevant for the safety and security of personnel while working in CLAN programs and activities in different locations including local and overseas programs. This may include relevant insurances.

9.3 Complaint Disclosure and Dispute Resolution

Where staff, volunteers, contractors, partners and any third parties become aware of any wrongdoing, it is their responsibility to disclose such information to the CLAN President or a member of the Executive Committee. Complaints from donors and partners are logged and managed by members of the Committee.

Processes implemented to resolve the dispute and to avoid the costs for resolving a claim externally or through litigation. This can occur through:

- 1) A negotiated outcomes where CLAN and a partner or party concerned agrees on a final outcome or decision.
- 2) A mediated outcome where CLAN and a partner or party concerns use the services of an independent mediator to support them to arrive at a final outcome or decision.
- 3) An arbitrated or adjudicated outcome where an independent arbitrator or court determines how the dispute is to be resolved and makes a binding decision in order to effect the resolution.

CLAN will endeavour to implement dispute resolution (See CLAN Grievance and Dispute Resolution Policy) processes that includes:

- 1) Procedures that are simple and understood by all parties.
- 2) Approaches that are fair, handled sensitively, confidential, and transparent.
- 3) An outline of potential steps to follow e.g., research about the dispute, causes, factors underpinning the dispute, meetings and dates, timeframe.
- 4) Protecting the well-being of those involved in the dispute.
- 5) Where a dispute is not resolved within a given time and is to be resolved by an external party, work with the partner or party concerned to agree to a process to be followed by the external investigator/arbitrator.
- 6) Working to ensure minimal impact on CLAN's reputation and activities.

9.4 Policy Adherence

Building Capacity and Sustainability Policy - CLAN is committed to building capacity of local partners, and will undertake regular assessment of the following:

- Where involvement of local partners is deemed necessary.
- Issues that must be counteracted through the integration of local partners.
- Potential/actual local partners and their required involvement.
- Purpose of such partnerships.
- Strategies to influence them.

Counter-Terrorism Policy - Contracts and agreements with partners will include requirements that the recipients of funding or other aid are to adopt and comply with CLAN's policies, including Counter-Terrorism legislation as required by the Australian Government.

Drug Donations to Developing Countries Policy - CLAN will work with all partners to determine quantities, dates, and persons responsible in sending and receiving and distributing donated drugs. CLAN will work closely with the donor/s of drug donations at all stages of planning and sending the drugs to developing countries.

Environmental Policy - CLAN will train and inform employees, volunteers, relevant partners, and program participants about environmental issues where relevant to a specific program or activity. CLAN will consult with partners prior to the implementation of CLAN programs to review and manage any potential environmental concerns.

Financial Management Policy - The role of CLAN's Committee is to ensure sound financial management for CLAN programs, projects, activities, and partnership agreements. As part of managing budgets for projects and activities, the Committee will assess a partner's capacity to support a CLAN project or activity as per the Partnership Assessment. Where partners are involved in programs or projects, they will be invited to collaborate with CLAN for planning fundraising.

Financial Impropriety Risk Management Policy - If associates of the partner have committed fraud or financial impropriety, the Committee shall take or recommend appropriate disciplinary action up to and including termination of engagement or commence legal proceedings.

Preventing Sexual Exploitation, Abuse and Harassment Policy - CLAN understands the responsibilities of partners to assess risk, ensure accountability and maintain a safe and supportive environment. CLAN works with partners to build supportive communities where clear behavioural expectations are set including respect, and where victims/whistleblowers feel safe and to report concerns and be assured that their allegations are taken seriously. Where partners are involved in the delivery of CLAN programs to children and their families, CLAN will work with partners to assess potential risks including child protection and sexual exploitation, abuse, or harassment risks prior to delivery of any program or activity. Consultative planning with partner/s will also include processes to monitor and manage the culture and environment during implementation of programs, how to make reports of alleged incidents and provide effective support for victims/survivors after the report is received.

Staff Training and Development Policy - CLAN's strategic plan includes assessment of the need and/or opportunities for training and development for personnel involved with CLAN, including partners and participants. Where CLAN is involved in programs and activities with partners, CLAN will work with partners to identify needs and opportunities for training, development and sharing information that will provide benefits to all those involved in programs, including participants such as children and their parents, presenters, partners, and CLAN personnel.

9.11 Partnership Review

Project planning within partnerships is undertaken in conjunction with CLAN's partners. CLAN will ensure that documented evidence of periodic and joint review of collaborations and partnerships are undertaken quarterly, as per the Periodic Partnership Assessment.

Periodic reviews by CLAN and its partners may include information about responsibilities, activities, outcomes and expenses that are relevant to achieving desired outcomes. Records of CLAN activities and reviews will include information underpinning a summary about its activities and related expenses for each program undertaken in Australia and/or in other countries.

Long-term relationships with partners will involve follow up programs that review the quality of ongoing outcomes achieved, and the level of sustainability being achieved. CLAN will review at association meetings the role of personnel involved in programs and projects and results. CLAN will ensure mutual learning is undertaken through adherence to procedures outlined in both the 'Project Design, Monitoring and Evaluation Policy' and the 'Monitoring, Evaluation and Learning Commitment Policy'.

10. Policy review

This policy will be reviewed bi-annually.

11. Associated CLAN documents

- Building Capacity and Sustainability and Policy
- Child Inclusive Policy
- Child Protection Policy
- Code of Ethics and Professional Conduct Policy
- Complaint Management Policy
- Conflict of Interest Policy
- Copyright and Intellectual Property Policy
- Counter-Terrorism Policy
- Disability Inclusive Policy
- Drug Donations to Developing Countries Policy
- Environmental Policy
- Equal Employment Opportunity and Anti-Discrimination Policy
- Financial Impropriety Risk Management Policy
- Financial Management Policy
- Fundraising Policy
- Gender Equality Policy
- Grievance and Dispute Resolution Policy
- Human Resources Policy
- Monitoring, Evaluation and Learning Commitment Policy
- Non-Aid and Development Activities Policy
- Privacy and Disclosure Policy
- Project Design, Monitoring and Evaluation Policy
- Protocols for Reporting Serious Incidents
- Preventing Sexual Exploitation, Abuse and Harassment Policy (PSEAH)
- Risk Management Policy
- Safety and Security Policy
- Staff Training and Development Policy
- Whistleblower Policy
- Work Health and Safety Policy
- Transparency Policy

12. References

- ACFID Code of Conduct 2019
- Australian Auditing Standards
- Australian Accounting Standards

- ACFID Code of Conduct 2017 Quality Assurance Framework
- ACFID Fundraising Charter
- Fair Trading NSW, Charitable Fundraising
- Fundraising Institute Australia (FIA), FIA Principles and Standards of Fundraising Practice
- FIA Code of Ethics and Professional Conduct
- FIA Code of Acceptance and Refusal of Donations
- OAGDS Overseas Aid Deduction Scheme

13. Relevant Legislation

- Criminal Code Act 2017
- Criminal Code Act 1995
- Work Health and Safety Act 2011 No.10 (NSW)
- Workplace Health and Safety Regulation 2017(NSW)

14. Appendices

- 1) Partnership Agreement
- 2) Partnership Assessment
- 3) Periodic Partnership Assessment

CLAN Partnership Agreement

<u>General</u>	
Partner Organisation:	
Contact Details:	
Contact Person(s):	
<u>Intention of partnership</u>	
Purpose of the partnership:	
Name of program/initiative:	
Location of program/initiative:	
Commitments, contributions, and responsibilities of partner:	
Commitments, contributions, and responsibilities of CLAN:	
<u>Statement of shared goal:</u>	
<u>Background of partner organisation</u>	
Establishment date:	
Vision statement:	
Mission statement/focus:	
Where does the partner organisation work?	
Brief overview on program/initiative partners are working on:	
<u>Partnership principles</u> - List agreed principles below (e.g., mutual respect, equity, transparency). <ul style="list-style-type: none"> • • • • • 	
<u>Duration</u> - This agreement will take effect from the date of its signature by the above parties and will be deemed to have commenced from that date and will expire by <i>[insert date]</i> .	
<u>Partnership Roles</u> - each partner agrees to contribute through financial and non-financial contributions.	

Governance of the partnership		
Dispute resolution process	<i>If the parties in this agreement are in dispute, they shall...</i>	
The partner organisation must have read, and understood and agree to comply with the following of CLANs Policies, specific codes of conduct and documentation.		
<i>Document</i>	<i>Signature</i>	<i>Date</i>
Child Protection Policy	_____	_____
Code of Ethics and Professional Conduct Policy	_____	_____
Counter-Terrorism Policy	_____	_____
Drug Donations to Developing Countries Policy	_____	_____
Financial Impropriety Risk Management Policy	_____	_____
Grievance and Dispute Resolution Policy	_____	_____
Monitoring, Evaluation and Learning Commitment	_____	_____
Non-Aid and Development Activities Policy	_____	_____

Project Design, Monitoring and Evaluation Policy	_____	_____
Protocols for Reporting Serious Incidents	_____	_____
Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) Policy	_____	_____
Transparency Policy	_____	_____
<u>Obligations and accountabilities</u>		
Complaints handling		
Whistleblowing		
Ethical Procurement		
Conflict of Interest		
Regular communication		
Sharing information		
Agreed use of funds		
Financial record keeping and reporting		
Privacy		
Confidentiality		
Incident reporting		

Progress reporting	
Other	
<p><u>Partnership review</u> The parties to this Agreement agree to review the partnership every [<i>state period</i>]; to make available all information relevant to the party as necessary, to make adjustments to the partnership should either a review or an audit indicate that this is necessary for the partnership to achieve its objectives.</p>	
<p><u>Termination</u> Either party may terminate this Agreement by giving [<i>nominate period</i>], when written notice to the other part.</p>	
<p><u>Annexes</u> Details about the goal, objectives deliverable for each partner, expected outcomes of that project/program.</p>	
<p><u>Partnership Requirements</u></p> <p>Mutual Accountabilities:</p> <p>CLAN and its partners share mutual accountabilities for reporting, sharing information and communication.</p> <p>CLAN and its partners are mutually responsible for the protection of children and vulnerable persons and communities.</p> <p>CLAN and its partners are required to take all measures to prevent sexual exploitation, abuse and harassment.</p> <p>CLAN and its partners will work intentionally, and in mutually respectful ways.</p> <p>CLAN and partners will clearly identify the separation between aid and development, and non-aid and development objectives and activities. CLAN requires the definition and separation of non-development activities, and for these to be understood by all participants in collaborative projects.</p> <p>Requirements of the partner:</p> <p>The partner of CLAN will allow access to all documentation needed to reasonably undertake due diligence and capacity assessments prior to the formation of the partnership. Such information will be requested and disclosed in good faith and confidentiality, with strict adherence to CLAN’s Privacy and Disclosure statement.</p> <p>The partner of CLAN will understand the importance of, and complete, the partnership agreement. As such, members will negotiate shared goals and respective contributions to collaboration.</p> <p>CLAN expects all relevant information and learning acquired by the partner to be disseminated to both CLAN and all relevant stakeholders in a timely fashion.</p> <p>Where partners or their staff become aware of any wrongdoing, it is their responsibility to disclose</p>	

such information to the CLAN president or a member of the Executive Committee.

CLAN will require evidence that partners adhere to the policies they are signatory to, as per the Partnership Agreement.

CLAN expects and will require evidence that its partners will provide safe and secure accommodation and will provide advice and assistance with implementing a CLAN Project

Police checks and reference checks may be requested where relevant.

Child Safeguarding Requirements

As a partner of CLAN, I understand the entirety of my organisation is subjected to the following requirements as of the date of partnership formation:

- 8.** Demonstrate commitment to CLAN's Policies related to Child Protection Policy and Codes of Conduct
- 9.** Have a current Child Protection Policy and Prevention of Sexual Exploitation, Abuse and Harassment Policy onsite for CLAN programs
- 10.** Undertake training in Child Protection when required
- 11.** Have an onsite trained child protection officer or person delegated to manage child safety and to provide information, reports and complaints to CLAN
- 12.** Work collaboratively with CLAN to identify and manage the potential levels of risks to ensure the safety and welfare of staff, visitors, children and families involved in CLAN programs.
- 13.** Notify CLAN personnel immediately of any serious allegations and/or breaches
- 14.** Demonstrate processes for providing information to those involved in projects about reporting child protection complaints and allegations
- 15.** Review and assess child protection procedures implemented and outcomes for each project.

Partner's signature:

CLAN's signature:

Name:

Name:

Date:

Date:

CLAN Partnership Assessment

<u>Initial Proposal Assessment</u>	
Relevance of the proposal to CLAN's mission and vision.	
Evidence of partner capacity to support delivery of the project, including resources, knowledge, and skills	
Evidence of the needs of the target group of children and families	
Potential of the project to build capacity and sustainability	
Identified monitoring and evaluation plans	
Evidence of cross-cutting areas that need to be included in the proposal	
<u>Capacity Assessment</u>	
Alignment of the partner's vision & mission statement with that of CLAN.	
Alignment of the partner's espoused values with that of CLAN.	
Governance of partner organisation.	
Governance of partnership.	
Financial system of partner organisation.	
Are there any external sponsors to the partnership?	
Record of access to the financial management policies of the partner, with clear reference to financial impropriety risk management and adherence to financial requirements such as accounting and auditing standards.	
Reference check of partner against prohibited entities listing.	
Capacity assessment for implementation of key safeguarding and risk policies.	

Record of access to current risk management policy.	
Record of access to current child safeguarding policy.	
Record of access to current prevention of sexual exploitation, abuse, and harassment policy.	
Record of access to current complaint management policies that are child friendly.	
Record of access to previous complaints within the partner's complaints register.	
<u>Financial Assessment</u>	
Funds Assessment	
Assessment of Personnel Involved	
Resources Assessment	
Time Availability	
Is the organisation seeking sponsorship from another entity	
Any other factor relevant to a specific project or activity	
<u>Risk Assessment for financial costs</u>	
Prohibited listing of partner	
Experience of partner	
Capacity of partner	
Potential for a partner's involvement in sustainable programs of projects.	
<u>Fund Management Partnership Assessment</u> – <i>must be completed if the Partner will be managing funds on behalf of CLAN.</i>	
Please circle one of the following: Applicable/Not Applicable	
Evidenced adherence to CLAN's Financial Management Policy.	

Evidenced adherence to CLAN's Financial Impropriety Risk Management Policy.	
Process for record of fund/resource application to ensure alignment with CLAN's strategy.	
Evidence that the partner is not on the prohibited entities listing.	
Previous experience in similar roles	
Evidence of access to the partner's updated complaints register, and a current Complaint Management Policy.	

CLAN Periodic Partnership Assessment

Has there been any breach of the partnership agreement or requirements by CLAN?	Yes/No If yes, please specify below:
Has there been any breach of the partnership agreement or requirements by the partner?	Yes/No If yes, please specify below:
<u>Outcomes</u>	
Progress made from initiative/program	
Outcomes from initiative/program	
Alignment of such outcomes with the purpose of the partnership	
<u>Notable Feedback</u> - consultation should be undertaken with the beneficiaries of the collaborative project, as well as all members of the partnership where available.	
From the partner regarding CLAN	
From CLAN regarding the partner	
From alternative stakeholders regarding the partnership or subsequent initiatives/programs	
<u>Partnership Evaluation</u>	
Record of adherence to 'Monitoring, Evaluation and Learning Commitment' procedures with regard to collaborative efforts	
Value derived from the partnership	
Timeline for outcomes moving forward	
Necessity of the partnership moving forward	

CLAN Privacy and Disclosure