

Partnership Policy

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DOCUMENT VERSION

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POLICY AMENDMENTS

This is a working document and subject to amendment. This Policy will be available in English only.

Any suggestions about this Policy should be directed to the Femili PNG Operations Directors, Development Manager or Chief Executive Officer/Senior Social Worker (CEO/SSW) so changes can be considered. When suggestions are raised, the matter will be raised with the Executive Management Committee (EMC) for consideration. Any amendments or changes to the Policy will be submitted to the Board for endorsement.

The Operations Directors, Development Manager and CEO/SSW is responsible for maintaining this document; including updating confirmed changes, informing staff of the changes, and disseminating the latest version across the organisation.

Any changes or amendments involve the following steps:

- Updating the Document Version table at the top of this page;
- Updating the relevant provision in this manual;
- Replacing the updated version of the manual eg. shared drives, Intranet;
- Printing a hard copy of the updated manual for the office;
- Communicating the changes to all staff; and
- Archiving the old version of manual.

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1.0 INTRODUCTION

This Policy covers both Femili PNG and Friends of Femili PNG. For simplicity, the document will only refer to Femili PNG.

Femili PNG strives to build strong partnerships with government agencies, civil society and private sector organisations, both in PNG and overseas. We view partnerships as empowering relationships which focus on mutual growth, organisational development, institutional strengthening and achieving impact. We believe that effective partnerships increase the collective knowledge, skills, reach and experience in our work.

Femili PNG has created a set of partnership principles and processes that guide us in investing in the effectiveness of our collaborations and partnerships. These partnership principles and processes underpin our work with stakeholders.

1.1 Purpose

The purpose of this policy is to guide the development of a partnership-centered approach between Femili PNG and partners engaging in the delivery of services or development initiatives.

1.2 References / Other Policies

The following are related policies and procedures to be read and understood in conjunction with this policy:

- Stakeholder Resourcing Protocol – for a checklist of priorities and the process by which Femili PNG provides resources to partners.
- Stakeholder Resourcing Decision Tool – form to be completed and submitted to EMC to approve any resourcing to partners.

2.0 PARTNERSHIP PRINCIPLES

The following principles guide Femili PNG's partnerships and how we work with partners.

2.1 Respect.

Mutual respect is integral to achieving equality, transparency and understanding between members of the partnership. All partners must respect each other's mandates, obligations and independence and recognise each other's constraints and commitments. Femili PNG recognises the complexity in working with others to create meaningful and long-lasting change, and that quality collaborations are based on mutual respect, shared goals, and effectiveness in partnership approaches.

2.2 Transparency and mutual accountability.

Transparency is achieved through shared vision and values communicated between members of the partnership through clear and honest dialogue. Femili PNG maintains an emphasis on early consultations and early sharing of information. Communications and transparency increases the level of trust among partners.

2.3 Result-oriented approach.

Effective action must be realistic and be results-oriented to achieve measurable outcomes. Femili PNG maintains a focus on strategic goals and empowering the people we work with.

2.4 Responsibility.

Femili PNG aims to accomplish our goals responsibly, with integrity and in a relevant and appropriate way. We only commit to activities when we have the means, competencies, skills, and capacity to deliver on their commitments.

2.5 Complementarity of Purpose.

Femili PNG seeks to complement the work of partners and selects partners on the basis that their work complements ours. Complementarity of purpose through effective partnership relies on emphasising and developing each other's qualities and strengths. To achieve meaningful and long-lasting change, it is imperative to build strong coalitions with a clear and complimentary end state communicated among signatory organisations to achieve mutually agreed objectives.

3.0 PARTNERSHIP PROCESSES

Approaches to partner with Femili PNG come through various avenues, including direct approaches to staff in PNG and through the work of the Development Manager and Chair in Australia to build relationships.

3.1 New partnership proposals

When a new partnership request is received by Femili PNG, it is considered with regard to the above principles and in line with the following checklist:

- Will the proposed partnership be beneficial to improving services for survivors of family and sexual violence (FSV)?
- Does the proposed partnership meet at least one of Femili PNG's strategic priorities?
- Will this proposed partnership build the capacity or capability of Femili PNG and/or the partner?
- Will the work undertaken as part of the proposed partnership duplicate work or replicate an initiative already in place?
- Does the proposed partnering organisation have a good reputation and is it held in good standing?
- Have we conducted a due diligence assessment of the proposed partnering organisation (see 3.2 below)?
- Does Femili PNG and the partnering organisation have a shared goal and values?
- Do we have the resources (funding and skills capacity) to enter into the proposed partnership?
- Is this proposed partnership high-profile, high-risk or high-value (see 3.4 below)?

3.2 Due diligence and capacity assessments

Femili PNG acknowledges that there are risks associated with entering into partnerships. In addition to the questions above, Femili PNG will also consider the following in conducting due diligence and capacity assessments:

- Does the prospective partner have an appropriate structure as a legal entity?
- Does the prospective partner meet its legal obligations? For example, conform with local legal obligations.

- Does the prospective partner have appropriate governance in place? For example, an appropriate governing structure or body, management of conflicts of interest, and ensuring accountability and transparency.
- Does the prospective partner have the capacity to implement the activities under the proposed partnership? For example, enough staff, technical expertise, and track record.
- Does the prospective partner have in place appropriate risk processes? If so, what is the prospective partner's capacity to implement these risk processes?
- Does the prospective partner have in place safeguarding policies and procedures such as child protection and prevention of sexual exploitation, abuse and harassment? If so, what is the prospective partner's capacity to implement these safeguarding policies and procedures?
- Does the prospective partner have the capacity to manage and control the funds and other resources? For example, financial monitoring, cashflow management, budget development.
- Does the prospective partner have robust financial systems, management processes and fiduciary risk controls in place? For example, audited financial statements, anti-fraud, anti-corruption and anti-terrorism practices.

As part of the due diligence assessment, prospective partners should also be checked against the following prohibited entity listings: the Criminal Code list of terrorist organisations and the DFAT consolidated sanctions list.

While Friends of Femili PNG may sometimes make direct fund transfers to partners, Femili PNG generally does not. However we do sometimes assist partners by providing resources to enable them to do their work. For further information on how we resource partners, refer to the Stakeholder Resourcing Protocol and the Stakeholder Resourcing Decision Tool.

3.3 Planning processes

When planning a partnership, Femili PNG and the partner will work together to determine:

- our shared goal in the project;
- our roles, responsibilities and contributions;
- resources needed; and
- how we will measure success.

3.4 Partnership approval and agreement processes

Once it has been determined that a prospective partnership meets the questions listed in the new partnership checklist and passes the due diligence assessment, the proposal is considered by either the EMC or the Board of Femili PNG.

If the proposed partnership is considered high-profile, high-value and/or high-risk, the proposal will be considered by the Board, either at one of its quarterly meetings or out of session. Some examples of partnerships which may need to be considered by the Board are where there are multiple stakeholders, complex infrastructure projects, or partnering with a well-known organisation or individual, to name a few.

If the partnership is not considered high-profile, high-value or high risk, it can be considered and a decision made by the EMC in its fortnightly meeting. If the decision involves providing partners with

resources, the process for stakeholder resourcing as outlined in the Stakeholder Resourcing Protocol is to be followed.

In some cases, Femili PNG may enter into a formal partnership based on a written agreement. Whether a formal, written agreement is needed is decided on a case-by-case basis depending on the complexity of the arrangement or undertaking, value of the partnership and/or other risk factors involved. However, where a direct transfer of funds to a partner is involved, a formal partnership agreement must always be entered into.

3.5 Partner capacity strengthening

As per 3.2 above, Femili PNG will undertake a capacity assessment of any new partners. Where a partnership is long-term or there are significant changes to a partner's operation, this capacity assessment will be revisited every five years according to the current capacity assessment guidelines at the time of re-assessment.

From time to time, Femili PNG may have partner who may require or request assistance in building their capacity. Femili PNG assists partners and core service providers to build capacity through:

- delivering training on areas of Femili PNG expertise, including but not limited to: trauma-informed care, child safety, FSV and its consequences, related laws, and the referral pathway;
- inviting partners to participate in joint training opportunities with Femili PNG staff, such as conferences and learning and exposure visits;
- providing access to Femili PNG policies, procedures and manuals either on request or publicly through our website;
- providing mentoring and support for project delivery such as monitoring and evaluation, financial management, policy development and other governance;
- stakeholder resourcing upon formal request (see Stakeholder Resourcing Protocol and Stakeholder Resourcing Decision Tool).

3.6 Reflection and learning

Reviews should be undertaken at the conclusion of the partnership project or, if it is an ongoing partnership, at regular intervals. This review provides an opportunity for reflection and learning between the partners, and to assess the effectiveness of the partnership. Based on the type and complexity of partnership, this reflection and learning could take the form of:

- a formal evaluation jointly conducted between Femili PNG and the partner;
- an analysis of monitoring and evaluation data collected during the project;
- a facilitated workshop between Femili PNG and the partner; or
- a formal or informal meeting to discuss outcomes.

If it is found that the partnership is not delivering the expected outcomes or there are relationship issues, Femili PNG management will meet with the partner/s to discuss performance and/or relationship issues and decide a course of action. Remedial actions may include:

- redefining the roles and responsibilities or expected outcomes of the agreement;
- varying the duration or terms of the agreement;
- bringing in a facilitator or arbitrator to assist in resolving relationship issues;
- setting agreed performance targets for each party to the agreement;
- in extreme cases, terminating the agreement.