

Partnership Policy

Last updated: 27 August 2022

DOCUMENT VERSION

Date	Comments
27 August 2022	Policy approved by the Board

POLICY AMENDMENTS

This Partnership Policy (Policy) is a working document and subject to amendment.

Any suggestions about this Policy should be directed to the Friends of Femili PNG (FFPNG) CEO and Partnerships and Philanthropy Manager (PPM) so changes can be considered. Any amendments or changes to the Policy will be submitted to the Board for endorsement.

The FFPNG CEO and PPM are responsible for maintaining this Policy; 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 Policy
- Replacing the updated version of the Policy, eg. shared drives, website
- Communicating the changes to all staff; and
- Archiving the old version of the Policy.

Table of Contents

DOCUMENT VERSION	2
POLICY AMENDMENTS	2
1.0 INTRODUCTION	4
1.1 Purpose	4
1.2 References / Other Policies.....	4
2.0 PARTNERSHIP PRINCIPLES	4
2.1 Respect.....	4
2.2 Transparency and mutual accountability.	4
2.3 Result-oriented approach.	4
2.4 Responsibility.....	4
2.5 Complementarity of Purpose.....	5
3.0 PARTNERSHIP PROCESSES	5
3.1 New partnership proposals.....	5
3.2 Due Diligence assessment.....	5
3.3 Planning processes.....	6
3.4 Partnership approval and agreement processes	6
3.5 Reflection and learning	7

1.0 INTRODUCTION

Friends of Femili PNG (FFPNG) 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.

FFPNG 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 FFPNG and partners engaging in the delivery of services or development initiatives.

1.2 Scope

This Policy covers the development partnerships formed by FFPNG, noting that FFPNG's primary partnership is with PNG NGO Femili PNG. Other development partnerships that FFPNG engages in are with the consent and/or involvement of Femili PNG as per the Rules of Association.

2.0 PARTNERSHIP PRINCIPLES

The following principles guide FFPNG'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. FFPNG 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. FFPNG maintains an emphasis on early consultations and early sharing of information. Communications and transparency increases the level of trust among partners, and shall be achieved through regular monitoring and reporting.

2.3 Result-oriented approach.

Effective action must be realistic, specific and time-bound to achieve measurable outcomes. FFPNG maintains a focus on strategic goals and empowering the people we work with. We focus on building the capacity of people and organisations in PNG.

2.4 Responsibility.

FFPNG 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 the commitments.

2.5 Complementarity of Purpose.

FFPNG 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, we need to work together to achieve mutually agreed objectives.

3.0 PARTNERSHIP PROCESSES

Approaches to partner with FFPNG come through various avenues, including direct approaches to Femili PNG and through the work of the FFPNG Chair, CEO and PPM to build relationships.

3.1 New partnership proposals

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

- Does the work align with that of Femili PNG as FFPNG's principal partner?
- Do Femili PNG recommend / agree with FFPNG partnering with the proposed new partner?
- 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 our strategic priorities?
- Will this proposed partnership build the capacity or capability of 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 FFPNG, 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

FFPNG acknowledges that there are risks associated with entering into partnerships. In addition to the questions above, FFPNG 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 will also be checked against the following prohibited entity listings: the Criminal Code list of terrorist organisations and the DFAT consolidated sanctions list. For further details, refer to the FFPNG Counter-terrorism Policy.

3.3 Planning processes

When planning a partnership, FFPNG 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 the Board of FFPNG.

In some cases, FFPNG 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, FFPNG 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.

FFPNG primarily undertakes capacity strengthening work with Femili PNG as its principal partner. This capacity strengthening is regularly reviewed, and includes providing technical assistance in financial management, governance, program design and reporting, monitoring and evaluation, data

management and communications, among other areas identified by the Femili PNG CEO and Executive Management Committee.

From time to time, FFPNG may also have a partner who may require or request assistance in building their capacity.

FFPNG and Femili PNG may work together to assist other partners to build their 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 FFPNG and Femili PNG policies, procedures and manuals either on request or publicly through our website; and
- providing mentoring and support for project delivery such as monitoring and evaluation, financial management, policy development and other governance.

3.6 Reflection and learning

Reviews are 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 FFPNG and the partner;
- an analysis of monitoring and evaluation data collected during the project;
- a facilitated workshop between FFPNG and the partner; or
- a formal or informal meeting to discuss outcomes.

In the case of the principal partnership between FFPNG and Femili PNG, the CEOs of both organisations will have regular discussions about the working relationship, and FFPNG Development Advisor will be part of Femili PNG's Executive Management Committee in order to monitor partnership progress.

If it is found that the partnership is not delivering the expected outcomes or there are relationship issues, FFPNG 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; and
- in extreme cases, terminating the agreement.