

PARTNERS IN AID LTD.

**POLICIES AND
PROCEDURES MANUAL**

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1 Mission Statement

1. To undertake local community and economic development projects directed at improving the standard of living in rural and urban areas in developing countries through environmentally sustainable approaches; and
2. To provide an opportunity for donors who wish to sponsor/support children in a developing country to do so in a way that provides some direct assistance to the most disadvantaged families in chosen rural or urban communities, but also facilitates development in the community as a whole.

2 Guiding Principles

1. To select and manage all projects with respect and sensitivity to local values and customs, never using access to donors' money to impose our cultural values on counterpart agencies, or recipient communities.
2. To ensure that any potential conflict arising from a mismatch between the values of the sponsors and/or the Board of Partners in Aid, and the cultural values of the counterpart agency and/or recipient country, is avoided by the careful selection of both projects and overseas partners.
3. To work closely with counterpart agencies to endeavour to ensure at all times that donors' money is spent in accordance with the initial project proposals.
4. To ensure all funds received are used for aid & development, rather than for political or religious activities, both in Australia and by partner agencies.
5. To be open and accountable to Partners in Aid donors and recipients of our aid.
6. To guarantee that, if for some reason beyond the control of Partners in Aid, money donated for a particular purpose cannot be effectively used in the way intended, donors will be informed, and alternative uses of the money proposed.
7. To endeavour at all times to keep the proportion of donors' money spent on administration to below 15%.
8. To follow the principles espoused in the ACFID Code of Conduct
9. To abide by the laws of the Commonwealth of Australia and State of Victoria

3 Partnership Policy

Partners in Aid Ltd seeks to work with local organisations that act as agents of change in their local communities to achieve improvements in the health and wellbeing of those communities. We believe that an appropriate way of achieving our goals is a strong relationship with organisations we can trust to effectively work with local stakeholders is. This section of the policy sets out the principles that underlie our relationship with partner organisations to help ensure an effective relationship exists and that the Board has evidence that we are meeting our obligations under the law and to our donors.

1. Partners in Aid will **work** with partners to achieve its Mission Statements.
2. Partners will be **selected** only if they meet the following criteria
 - a. they are a legally constituted organisation in their home country
 - b. they have a philosophy that is commensurate with the Guiding Values of Partners in Aid including humanity, impartiality, and independence¹.
 - c. they have operated successfully as a humanitarian organisation for two years prior to selection
3. Partners must agree to the following monitoring requirements to ensure that Partners in Aid can meet its obligations.
 - a. provide annually an audited copy of their financial accounts. This report may be in the format required by the regulatory authorities of their home country
 - b. provide annually an activity report of the organisation
 - c. provide annually a declaration or annual report that the Partner continues to meet the selection criteria in clause 2
 - d. from time to time accept a visit by a representative of Partners in Aid to inspect their operations and discuss their future plans.

Note: It is envisaged that the Partner providing their normal Annual Report and not having to do additional paperwork would meet Clause 3 a-c.
4. A partnership may be terminated if
 - a. Partners in Aid and the Partner mutually agree to terminate the partnership
 - b. the audited financial accounts show the Partner is insolvent.
 - c. the Partner is convicted of criminal activities
 - d. the Partner engages in activities that are against the guiding principles of Partners in Aid
 - e. the Partner wishes to terminate the Partnership.
5. The Partner and Partners in Aid will sign a Partnership Agreement at least once every five years.
6. Partners and Partners in Aid will enter into project agreements outlined elsewhere in the Policy and Procedures Manual.
7. In forming a partnership, we will discuss with our partner the policies that govern our organisation and work with our partners to help them adhere with our policies within the constraints of their cultural and operational needs.

¹*Humanity*, meaning focusing on saving and preserving human lives and relieving suffering.

Impartiality, meaning the implementation of activities solely to respond to identified needs, without discrimination of any kind between or within affected populations.

Independence, implies the autonomy of the humanitarian objectives with regard to political, economic, military or other objectives that motivate actors in the regions where humanitarian aid is carried out.

4 Project Policy

Projects are the primary instrument by which Partners in Aid work with their Partner Organisations to realise their Mission in accordance with their Guiding Values. Projects can only occur where there is a Partnership agreement in place as outlined in Section 3. Two general types of projects are used; Development Project and Child Sponsorship Programmes.

4.1 Development Projects

4.1.1 General Aspects

1. Partners in Aid and the Partner Organisation will collaboratively develop a proposal that describes the scope, objectives, method of implementation, funding arrangements monitoring and evaluation criteria, and provisional budget initiate a Project. The proposal will give due consideration to all Partners in Aid policies, and evaluation criteria should include provision for identifying non-compliance with our policies.
2. The development of the proposal should involve input from the stakeholder communities and consider the potential for meeting Partners in Aid's Mission Statement and Guiding Principles.
3. The proposal should consider issues of financial and operational feasibility, risk management, social (including gender and disability) impact and environmental impact.
4. The proposal must be presented to the Board of Partners in Aid and the governing body of the Partner Organisation in a timely manner for approval before a project agreement is completed.
5. Each project will have a Partners in Aid Board Member assigned to liaise with the Partner Organisation
6. Projects may be terminated immediately in the event of criminal activities or misappropriation of project funds.
7. Projects may be terminated after consultation with the Partner Organisation if the terms of the Project Agreement are not being met and revised terms cannot be agreed after negotiation between Partners in Aid and the Partner Organisation. In such circumstances, an orderly termination should be arranged taking into consideration the immediate impacts on stakeholders of such action.
8. Partner Organisations must be advised in writing by the Board of the termination of projects and the manner in which we would like the termination to occur.

4.1.2 Budgeting and Funding

1. The description and number of line items in proposals and budgets should be sufficient to ensure proper disclosure of expenditure for activities undertaken and for monitoring purposes, eg for identification of expenditure and trends, over-expenditure and unauthorised activities
2. Line item descriptions for project activity costs should be consistent, so that the expenditure line items provide for transparency and audit trails when doing comparisons
3. Each line item should have a realistic figure to achieve the necessary outcome (without being over inflated)
4. Partner Organisations should use a system of financial record keeping that allows project expenditure to be clearly identified and that is available for review by during a visit by Partners in Aid.

5. A financial statement on the acquittal of Partners in Aid project funds must be provided at the end of each project year, as well as an interim report at the end of the first six months to show current progress (which will allow for the next instalment of funds to be sent, subject to the report being satisfactory to the Board) .
6. All acquittal statements must indicate:
 - a. The full amount of the Australian dollars or the currency remitted to the project during the project year and its equivalent in the local currency in which it was received; and,
 - b. The full amount of the funds expended during the project year, including details of any discrepancies between agreed budget & expenditure
7. The provision of ongoing funding is dependent on satisfactory monitoring and financial reporting being received for consideration of the Board of Partners in Aid.
8. Funding may only be transferred to the Partner Organisation by electronic transfer to an agreed bank account.

4.1.3 Project Monitoring and Evaluation

1. Monitoring reports must be forwarded to the Board Member at an agreed frequency, and not greater than annually
2. The **Monitoring Report** should address the objectives and performance indicators identified when the proposal was developed.
3. **Monitoring Reports** should contain verifiable evidence such as photographs to assist the Board in assessing the reports.
4. Where objectives or milestones are not being met, action taken, remedial action planned, or requests for variation of proposal should be discussed.
5. A **Completion Report** should be written at the end of the project summarising the activities and achievement of goals
6. An **Evaluation Report** should be compiled at the end of the project, or at agreed intervals, to allow the Board to determine that the objectives have been met and Guiding Values followed. Where objectives have not been fully met, discussion of the reasons and lessons learnt should be documented to help both Partners in Aid and the Partner Organisation devise improved proposals in future.
7. During Board Member visits for review of the Partnership Agreement, all past and present projects should be visited and audited against the monitoring and evaluation reports for those projects.
8. Example reporting proformas may be used by Partner Organisations to assist in reporting, or they may use their own format providing all the issues raised in this policy are addressed.

4.2 Child Sponsorship Programmes

Partners in Aid recognises child sponsorship as one means of achieving its goals and the social interests of its donors. Partners in Aid is committed to the safety and well being of all children. We support the rights of children and will act without hesitation to ensure a child safe environment is maintained. We are committed to the protection of children from harm, abuse and exploitation. Children have a right to survival, development, protection and participation as stated in the United Nations Convention on the Rights of the Child (UNCRC). We will uphold these rights.

Partners in Aid takes its duty of care seriously and will aim at all times to provide the safest possible management of child sponsorship

4.2.1 Initiation

1. Child sponsorship is an undertaking that must take into account the interests of the children and their families as the primary priority.
2. The capacity of both Partners in Aid and the Partner Organisation to successfully administer the program must be considered.
3. Partners in Aid and the Partner Organisation will work together to develop a proposal that describes the scope, objectives, method of implementation, funding arrangements monitoring and evaluation criteria, for the project.

4.2.2 Selection of Children

1. It is the responsibility of the Partner Organisation to identify the children for sponsorship
2. It is the responsibility of Partners in Aid to liaise with the Partner Organisation to ensure that the selection of the children is in accordance with our guiding principles.
3. Each child selected for sponsorship should have a case profile established which is made available to the responsible Board Member of Partners in Aid, who will ensure the confidentiality of the information in the profile.

4.2.3 Reporting to Sponsors

1. Each year the Partner Organisation should provide adequate information to Partners in Aid to keep the donor informed about their sponsored child

4.2.4 Communication between Sponsors and Children

1. Communication between sponsors and children should only occur via the Partners in Aid and/or Partner Organisation intermediaries.

4.2.5 Privacy Issues

Privacy issues are dealt with in our Privacy Policy

4.2.6 Conclusion of Sponsorship

Child sponsorship concludes when

1. when the child completes their schooling, or
2. if the child's family does not meet conditions of the Partner regarding educational and health arrangements

4.2.7 Funding Arrangements

1. Funding will be provided in biannual instalments
2. Funds may be used by the Partner Organisation directly to pay for school and educational costs (including uniforms, books & equipment), health care services, transport costs of children to attend agreed activities, and administration costs at an agreed level

2. The provision of ongoing funding is dependent on satisfactory reporting being received for consideration of the Board of Partners in Aid.
3. Funding may only be transferred to the Partner Organisation by electronic transfer to an agreed bank account.

4.2.8 Monitoring and Evaluation

1. Monitoring of the programme will be conducted in conjunction with the partner organisation by the Board director responsible for the programme on an annual basis.
2. A review of the effectiveness of the overall programme will be conducted by two members of the Board or nominated persons other than the director immediately responsible for the programme
3. During the monitoring and review the voices of all stakeholders, including the children where possible, will be considered.

5 Financial Policy

5.1 Banking and Investment Accounts

1. Partners in Aid shall maintain a bank account called the “overseas account” in order to comply with the DGR requirements and therefore maintain tax deductibility status, into which all donations must be banked
2. Partners in Aid shall maintain a second bank account from which all expenses and outgoings are deducted
3. Partners in Aid shall maintain a term deposit account which shall be, as a minimum, an amount of \$50 per member, which is to cover the liability of members should the organisation be wound up (per the articles of association)
4. Partners in Aid shall, as deemed necessary by the Board, maintain an interest bearing account into which funds are transferred and held until they are required.

5.2 Authority to Make Transactions

1. The signature of 2 authorised Board members is required on all cheques that are issued by Partners in Aid
2. Where payment is made using online transfers, 2 authorised Board members are required to sign off on the payment
3. The signature of 2 authorised Board members is required for any changes to be made to bank accounts
4. Board approval is required prior to any external payments being made, and appropriate notes in the minutes should reflect this
5. Internal transfers of money from Partners in Aid e-Commerce accounts to the Partners in Aid bank account can be initiated by one authorised Board member.

5.3 Financial Reporting

1. The Board of Partners in Aid is to be kept apprised of the financial status of the organisation with regular reporting throughout the year, to enable the Board to make prudent decisions on project funding
2. The accounts and physical financial records of Partners in Aid are to be handed to the authorised accountant for review and audit annually at a time that allows for the timely return prior to the Annual General Meeting
3. The accountant/auditor shall prepare the Annual Financial Reports, which will comply with company law requirements
4. The Treasurer in conjunction with the auditor shall prepare the reports required to comply with the ACFID code of conduct Financial Reports
5. The Annual Financial Reports shall be presented at the Annual General Meeting, and be made available for viewing on the Partners in Aid website, and all supporters and members shall have access to a copy should they request it.
6. At the Annual General Meeting a motion must be passed to approve the auditor/accountant for the coming financial year.

6 Fundraising Policy

6.1 General guidelines

1. The Board should formally approve all fund raising activities before commencement.
2. No brochures publicising a specific individual project should be distributed without the prior sighting and formal approval of the Board.
3. Unless the Board has given their general approval, no person should approach either Partners in Aid members, or others outside the organisation, for donations. Similarly, no member should be approached to transfer their donations from one project to another, without the general approval of the Board.

6.2 Fund-raising activities involving profit sharing

1. If any fund-raising activities involve profit sharing with another party, such as putting the Partners in Aid's name on clothes bins, Partners in Aid members should be provided with a clear statement of the percentage of profits to be retained by Partners in Aid.
2. If any fund-raising activities involve profit sharing with another party, especially with relatively unknown charity, before reaching an agreement with that party, Partners in Aid should request a Business Search Report from a reputable body such as Australian Corporate Reporting Pty. Ltd²

6.3 Money from donors

If there are more than one years' delay in allocating donors' money to the specific purpose for which it was given, donors should be informed of the situation, and what steps are being taken to rectify any problems. Should it not be possible, for any reason, to allocate the money to the purpose specified by the donor, a suggestion should be made to the donor for an alternative way of using the money, and he/she given the option of agreeing or otherwise.

6.4 Who can act on behalf of Partners in Aid?

1. Only members of the Board with the authority of the Board or the Executive, (this includes honorary specialist advisors), or people specifically authorised by the Board, are entitled to act as agents of Partners in Aid. This includes acting as an agent with respect to financial matters, publicity statements, functions, (legal or governance arrangements) in the name of Partners in Aid, etc.
2. Non-Board members authorised to act as agents will only be authorised to do so for specific activities, which will be clearly defined in the appropriate minutes, and for a finite period, also to be stated in the minutes.

² Address: 9th Floor, 267 Collins St., Melbourne, Vic 3000. Phone: (03) 9654 2877. Fax: (03) 9654 5340.

7 Volunteer Policy

7.1 The role of volunteers

The Board welcomes the active involvement of volunteers in Partners in Aid activities in three ways:

- firstly, members willing to help with routine administrative tasks such as mailing the Newsletter etc;
- secondly, volunteers, authorised by a motion of the Board, may run ongoing support groups able to raise funds or organise information sessions. Such volunteers are usually not authorised to collect donations, but may use the normal donation process to direct funds to Partners in Aid.
- thirdly, volunteers may wish to work with one of the partner organisations.

7.2 Volunteering with Partner Organisations on behalf of Partners in Aid

1. a proposal must be put to the Board for approval.
2. It is the responsibility of the member to make contact with the partner organisation and make the appropriate arrangements including meeting any pre-conditions of the partner organisation
3. The partner organisation must agree to the volunteer working with them
4. The member is representing Partners in Aid whilst volunteering and should adopt appropriate conduct that reflects Partners in Aid's guiding principles, vision and mission statements.
5. Volunteers undertake activities at their own risk.
6. Partners in Aid will help volunteers understand the risks. Volunteers are responsible for managing and controlling the risks.
7. Volunteers are expected to provide a brief report and contribute to publicity materials on the completion of their activity.

8 Child Protection Policy

The purpose of Child Protection Policy is to ensure, as far as possible, the safety of all children who are involved in Partners in Aid's programs and projects. The intention of this policy is to promote a culture of child safety within the organization and to fulfill all Partners in Aid's legal obligations. This policy is a working document and as such will be subject to regular review and revision.

8.1 Statement of Responsibility

Partners in Aid affirm its commitment to the welfare of children and their protection from abuse and exploitation. Partners in Aid upholds the UN Convention of the Rights of the Child (1989), and in particular Article 19, which states

"State Parties shall protect the child ... from all forms of physical and mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse."

We believe that child protection is both an organizational and an individual responsibility. Every person who shares in the work of Partners in Aid, including Board members, specialist advisors, other members, volunteers, sponsors and supporters, also shares the responsibility to take every precaution to protect the children and families we assist.

8.2 Action Statement

Partners in Aid will:

1. Develop, implement and review guidelines and practices that support the protection of children;
2. Screen and provide orientation information to all individuals and groups visiting Partners in Aid projects, including but not limited to Board members, sponsors, supporters, donors, volunteers and any staff ;
3. Be vigilant in protecting confidential information about children and their families in Partners in Aid projects and programs and;
4. Demonstrate our responsibility to and respect for children by being sensitive in our communications that involve them.
5. Ensure all Board members and volunteers visiting projects/programs have current Working with Children checks, a copy of which will be provided to the Board.

9 Privacy

1. Partners in Aid is bound by the Privacy Act 1988. A summary of the National Privacy Principles derived from the act can be found at <http://www.privacy.gov.au/materials/types/infosheets/view/6583>
2. Partners in Aid only collect information for the conduct of its mission in accordance with our guiding principles. No private information will be disclosed publicly without appropriate consent. Participation in a child sponsorship project implies consent to disclose the donor name to the family of the sponsored child and our Partner Organisation.
3. The details, apart from name and general geographic location, of sponsored children will not be disclosed to sponsors.
4. Images of children will only be used if the resolution is sufficiently low to prevent association of the children, their names and their place of residence.
5. If a request is made to remove private details from mailing or membership lists, this will be actioned as soon as possible within 2 months.

10 Complaints Policy

1. Partners in Aid encourage all of its stakeholders to bring to the attention of the Board any issue where they feel aggrieved by the action of the organisation.
2. The Board will maintain multiple ways that people can lodge complaints and provide information of these mechanisms on its web site.
3. Where Partners in Aid is a member of peak bodies such as ACFID, the mechanisms of raising complaints through those organizations shall be outlined on our web site.
4. When a complaint is raised, it should be listed for discussion at the next scheduled Board meeting and for initial action on a resolution at the following Board meeting after that.
5. Should any complaint raised be in relation to a current Board member, that member will be excused from the meeting for the period of the discussion, unless the Board have questions relating to the complaint.