



Partner Housing Australasia (Building) Incorporated  
ABN 88 722 057 429 CFN: 15429  
Web: [www.partnerhousing.org](http://www.partnerhousing.org)  
Pro-bono professional services and funding for South Pacific village infrastructure, housing, water, sanitation and training.



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Partner Housing is a signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice. As a signatory we are committed and fully adhere to the ACFID Code of Conduct, conducting our work with transparency, accountability and integrity.

## Governance Policies and Procedures



**Declaration** – These policies and procedures have been approved by the Partner Housing Australasia (Building) Incorporated Annual General Meeting of 4 December 2023. They set out the means of complying with the “Constitution & Code of Conduct”, and the requirements of the Australian Department of Foreign Affairs and Trade (DFAT) and the Australian Council for International Development (ACFID).

**Signed**

Rod Johnston, President, Partner Housing Australasia (Building) Incorporated

### Adoption of Document Revisions

Reference	Revision	Date of Adoption	Principal Amendments
P23040311	1a	3 April 2023	Revision to align with Vision, Mission, Values & DFAT requirements
P24010111	1	1 January 2024	General review & update
P24010111	2	1 January 2025	General review & update, Clarify Board & Management separation

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## **Vision**

Partner Housing Australasia is an entirely voluntary organisation, which aims to transform the lives of people living in Asia-Pacific villages by improving the cyclone, earthquake, and tsunami resistance of their houses, clinics, schools, and community buildings; and by providing clean water supplies and hygienic sanitation.

## **Commitment**

Consistent with the vision, Partner Housing Australasia and its Partner Organisations are committed to designing policies, procedures and programs incorporating governance, accountability, and transparency necessary to deliver services with integrity, honesty, financial responsibility, and technical reliability.

## **Code of Conduct**

Partner Housing Australasia is a signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice. As a signatory, we are committed and fully adhere to the ACFID Code of Conduct, conducting our work with transparency, accountability and integrity. The following policies and procedures have been developed to reflect the vision, and to simultaneously ensure consistency with the ACFID Code of Conduct.

## **Scope**

These Policies and Procedures apply to Partner Housing Australasia, its Partner Organisations, Representatives, and any guests who might accompany these people to the locations where the programs are implemented. The “Policy” expands the organisation’s vision, mission, and values; together with satisfying the DFAT and ACFID requirements, and the “Procedures” set out the means of implementing policy. An associated “Training” document provides additional material and background, and “Compliance and Audit Record” documents provide the relevant records of compliance and verification.

## Definitions

A comprehensive set of definitions is set out in “Constitution & Code of Conduct”. Definitions specific to this policy are set out below.

Constitution & Code of Conduct is the Governing Instrument of Partner Housing Australasia (Building) Incorporated, referred to herein as Partner Housing Australasia or PHA. Policies 4 to 63 reflect (with some necessary adaptation) the requirements of the Model Rules for Associations Incorporated under the NSW Associations Incorporation Act, 2016, and the remaining policies account for requirements of the Australian Council for International Development (ACFID) Model Code of Conduct, the specific requirements of the Australian Department of Foreign Affairs and Trade (DFAT) and considerations of the particular programs undertaken by Partner Housing Australasia over a period of many years. The elements (Constitution and Code of Conduct) are inseparable, because they collectively comprise the Governing Instrument. “Constitution & Code of Conduct” defines, for Partner Housing Australasia the organisation’s basic goals and purposes; the membership of the organisation and members’ rights and obligations; the governance structure and processes of the organisation; the frequency and processes for meetings of members (at least annually); the method of appointment/election of officers, their terms of office, any provisions for termination and, where applicable, the basis for their remuneration (details may be specified in a separate policy); the rules for meetings of the governing body, including the frequency of meetings (at least two a year) and the size of a quorum; the powers and responsibilities of the governing body including a statement of the overall responsibility of the governing body; the strategic controls to be exercised by the governing body; the financial controls to be exercised by the governing body; the power of the governing body to delegate authority to officers, staff and others.

Policies and Procedures are 27 stand-alone detailed policies and procedures documents, derived from the framework set out in “Constitution & Code of Conduct”. These documents describe the vision, the commitment (derived from the vision), code of conduct issues (relevant to the particular subject), scope, definitions, policies (derived from the vision, scope and code of conduct), responsible personnel and procedures (including duties, authorities and responsibilities of the volunteers, together with detailed instructions on how to undertake specific tasks).

Code of Conduct means the policies (consistent with the ACFID model code), which define, for Partner Housing Australasia, the program principles, effective aid and development, relationships with partners, human rights, advocacy, emergency management, integrity in marketing and reporting, annual reporting, fundraising, organisational structure, integrity and ethics, governance, financial management, staff and volunteers, compliance with ACFID Code Of Conduct, assessment of compliance, and ACFID Code of Conduct Complaints Handling. Partner Housing Australasia does not undertake advocacy or emergency management. The Partner Housing Australasia Code of Conduct is embodied within the “Constitution & Code of Conduct” document.

ACFID means the Australian Council for International Development.

Beneficiaries are the people of the Asia-Pacific villages who benefit from the organisation’s building programs and professional services. In more detail, beneficiaries are the women and men, boys and girls who are participants in, and directly affected by, aid and development activities in the geographical area in which the activity is undertaken. Beneficiaries may also be known as “local people” or “primary stakeholders”.

Board means the Board of Directors of Partner Housing Australasia (Building) Incorporated, which is the “Board” of the organisation, as defined in the NSW Model Rules, and is interchangeable with the term “committee” from the NSW Model Rules.

Civil Society Organisation (CSO) means non-governmental organisations (NGOs), not-for-profit organisations (NPOs), charities and community-based organisations (CBOs). Can also include religious organisations, trade unions, foundations and any institutions outside of the corporate and government sectors.

Contractor means a person or organisation that is contracted to carry out specific tasks.

Director means an elected member of the Board of Partner Housing Australasia, including Office Bearers.

Donors are the people and organisations who donate funds for the organisation’s humanitarian programs.

Members are the volunteers who comprise the Organisation, its Board and its Management. Member means a member of the Organisation, who has been formally admitted by the Board and has paid the designated

membership fee as defined within the NSW Model Rules. Partner Housing Australasia is an entirely voluntary organisation. It does not include “Contractors” who are commercially contracted to carry out specific tasks.

Non-Governmental Organisations means voluntary, not-for-profit, organisations formally registered with government that are run by a governing board that is accountable to its members (also referred to as NGOs).

Partners and Partner Organisations are the organisations with whom the organisation collaborates to deliver services to the beneficiaries through the programs. In more detail, Partner may also mean the individuals, groups of people or “not-for-profit” organisations that collaborate with Partner Housing Australasia to achieve mutually agreed objectives in aid and development activities. For purposes of this document, they include (but are not limited to) Vision for Homes [PNG] and South Ranongga Community Association [SRCA]).

Program is the overarching development approach and initiative that set priorities and guide project outcomes, results and activities. Programs constitute a coherent set of development projects that pursue a single focus, which may be regional, sectoral or country based.

Project is the practical implementation of an NGO’s overarching development approach or program. Projects are discrete investments in particular countries, contexts and/or sectors, with a specific start and end date and identified funding.

Partner Housing Australasia means Partner Housing Australasia (Building) Incorporated.

Representatives is the term used to describe collectively the Board Directors, Managers, Volunteers, Staff (if so engaged), Contractors and Consultants who administer the programs and projects.

Risk Analysis is a systematic use of available information to determine how often specified events may occur and the magnitude of their likely consequence. For purposes of this policy, Risk Analysis, and associated terms (including those listed herein) are as defined in ISO 31000 and AS/NZS 4360.

Signatory means an organisation which the Board has accepted as a partner to the ACFID Code of Conduct.

Staff means those Volunteers who perform executive, management, administrative and operations functions for Partner Housing Australasia under the direction of the Chief Executive Officer (on behalf of the Board). Partner Housing Australasia is an entirely voluntary organisation, in which all executive, management, administrative and operations functions are performed by Volunteers on a probono basis. Partner Housing Australasia does not have ‘paid staff’.

Volunteer means a person who carries out executive, management, administrative, operations, design, project management and/or similar functions (whether executed in Australia or overseas) on a probono basis, under the direction of the Chief Executive Officer (on behalf of the Board). A Volunteer may also be a Member or a Director. Partner Housing Australasia is an entirely voluntary organisation. Volunteer does not include “Contractors” or “Consultants”, who provide goods or services on a probono or commercial basis, or people who provide minor assistance on a casual and infrequent basis.

## Policy

Partner Housing Australasia adopts the “Constitution & Code of Conduct” as the Governing Instrument, which is supported by each of the “Policies and Procedures” documents listed below. Collectively, these set out the governance, policies, procedures, and practices of the organisation, which facilitate the highest levels of governance, accountability, transparency, integrity, honesty, financial responsibility and technical reliability.

### *A1.1 Governing body documents, policies, and practices*

The Partner Housing Australasia “Constitution & Code of Conduct” clearly adopts a policy of ensuring the documentation reflects the following requirement, is in place and is in use.

- The membership of the governing body reflects the skills required to fulfil its responsibilities
- roles and responsibilities are documented
- decision-making procedures are documented and would enable accountability, transparency and exclude conflicts of interest
- the governing instrument outlines the election or appointment process of the governing body and this is followed.
- the governing body (Board) is appropriately informed of the organisation’s operating environment, operations and potential risks
- regular general meetings are held and minutes recorded
- Annual General Meetings (AGMs) are held
- minutes of AGMs reflect all necessary compliance and regulatory requirements
- financial statements are externally audited on an annual basis
- financial statements are available to members and the public
- there is a clear delineation of responsibilities between the governing body, management and staff, and volunteers.

### *A1.4 If ANGO is a member of an international alliance or network, it can demonstrate its autonomy*

- Partner Housing Australasia is not a member of “an international alliance or network”, and is therefore autonomous.
- Partner Housing Australasia does provide funding, governance assistance and technical assistance to certain South Pacific Community-Based Organisations.
- These Community-Based Organisations (referred to as Partner Organisations) are autonomous and independent of Partner Housing Australasia, and do not form “an international alliance or network”.
- The program funding and operational relationships are clearly defined in Memoranda of Understanding, which are program-specific, and operate for clearly defined periods (usually limited to five years).

## Responsible Personnel

### Board

The President shall ensure that the Board is constituted and functions in accordance with the “Constitution & Code of Conduct”.

The Membership of the Organisation is represented on the Board by between eight and twelve Directors, who are elected at the Annual General Meeting, in accordance with the “Constitution & Code of Conduct”.

The names of the people elected as Board Directors (including the President, Vice President, Secretary and Treasurer) shall be recorded in the Annual General Meeting Minutes.

Directors must be volunteers and must have a track record of service to Partner Housing Australasia, or to other similar organisations.

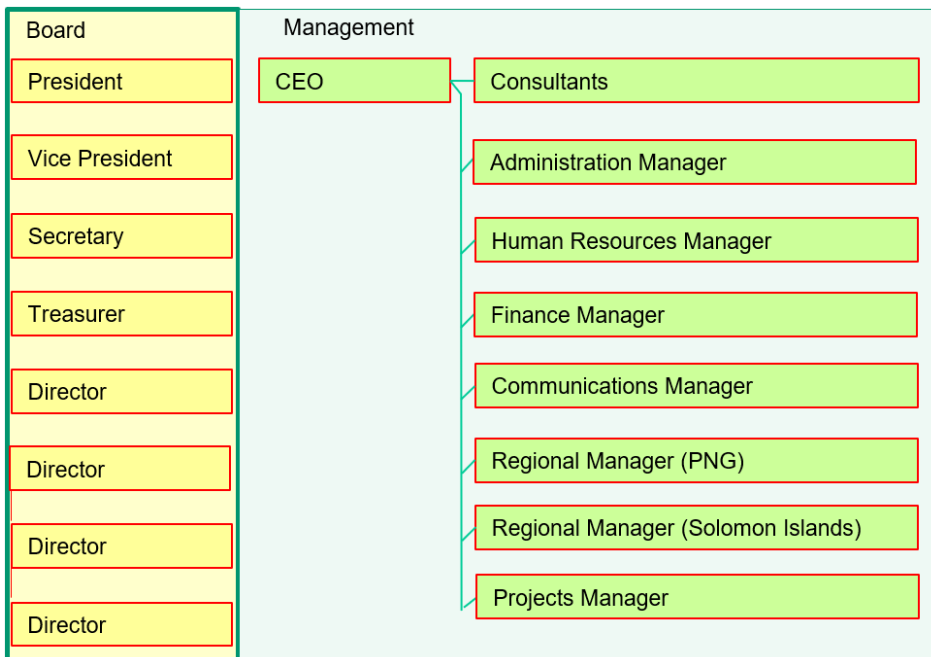
Directors may also provide voluntary services to Partner Housing Australasia and/or its service providers, provided there is no conflict of interest and there is clear differentiation between their governance role as a Board Director (as defined in the “Constitution & Code of Conduct”) and their role as a Volunteer service provider (as defined in the “Policies and Procedures”).

### Management

The person with overall responsibility for implementing the operational aspects of this policy is the Chief Executive Officer (CEO), with responsibility delegated to the Managers in accordance with the following Organisation Chart and “Management Responsibilities and Authorities” schedules. The chart below represents those Managers who could fulfil different roles within the Organisation. Alternatively, if there are insufficient numbers of available Volunteers, some roles and responsibilities may be undertaken by the CEO, or may be filled by a consultant, such as Quasar Management Services (a wholly owned subsidiary of Partner Housing Australasia).

Partner Housing Australasia is an exclusively volunteer organisation, without any paid staff.

### Organisation Chart





## Procedures

### Governing Instrument

The CEO (in consultation with the Board) shall ensure that the Governing instrument is reviewed annually, amended if necessary, and adopted by a General Meeting of the organisation. At the date of adoption of this document, the Governing Instrument is –

P23040301-1 Constitution & Code of Conduct

### Policies and Procedures

The Responsible Personnel shall ensure that the “Policies and Procedures” are reviewed annually, amended if necessary, and adopted by a General Meeting of the organisation. At the date of adoption of this document, the “Policies and Procedures” are –

P23040311-1 Governance Policies & Procedures  
P23040312-1 Conflict-of-Interest Policies & Procedures  
P23040313-1 Gender Equality & Diversity Policies & Procedures  
P23040314-1 Organisational Risk Policies & Procedures  
P23040315-1 HR Policies, Integrity, Code of Conduct Policies & Procedures  
P23040316-1 Sexual Abuse, Harassment, Misconduct Policies & Procedures  
P23040317-1 Complaints, Whistle Blowing, Incidents Policies & Procedures  
P23040318-1 Safety and Security Policies & Procedures  
P23040319-1 Child Protection Policies & Procedures  
P23040321-1 Management of Programs Policies & Procedures  
P23040322-1 Activity Risk Management Policies & Procedures  
P23040323-1 Promoting Gender Equality in Programs Policies & Procedures  
P23040324-1 Disability Inclusive Practices Policies & Procedures  
P23040325-1 Environmental Impact Policies & Procedures  
P23040326-1 Displacement and Resettlement Policies & Procedures  
P23040327-1 Sustainability Policies & Procedures  
P23040328-1 Monitoring, Evaluation & Learning Policies & Procedures  
P23040331-1 Partnerships and Collaboration Policies & Procedures  
P23040341-1 Communications Policies & Procedures  
P23040351-1 Funding Management Policies & Procedures  
P23040352-1 General Ledger and Project Ledgers Policies & Procedures  
P23040353-1 Financial Control, Authorisations, Auditing Policies & Procedures  
P23040354-1 Partner Financial Risk Management Policies & Procedures  
P23040355-1 Financial Risk Management Policies & Procedures  
P23040356-1 Insurance Policies & Procedures  
P23040357-1 Fraud and Corruption Policies & Procedures  
P23040358-1 Prevention of Terrorism Financing Policies & Procedures

## **Board Membership**

The President shall ensure compliance with the “Constitution & Code of Conduct”, which states –

“(b) The total number of Board Members (Directors) shall be not less than eight (8) and not more than twelve (12).

(c) Board Members (Directors) shall be nominated and elected on the basis of merit, volunteering track record, commitment, skills and experience, and to achieve equal numbers of men and women.”

- i. Partner Housing Australasia is committed to improving the health and safety of both women and men in remote villages. To reflect this gender balance, the Board shall consist of equal numbers of women and men.
- ii. Partner Housing Australasia is committed to voluntary service. Therefore, Directors shall have a demonstrated track record of volunteering and/or community service.
- iii. Partner Housing Australasia is committed to the deployment of professional engineering, architectural and building skills within the Asia Pacific region. Therefore, the Board shall consist of Directors who are building professionals (engineers, architects and / or builders) and other Directors who have professional or administrative skills and experience within the building industry or associated services. This is consistent with the Australian Tax Office requirement at the time of granting DGR status.
- iv. Partner Housing Australasia is committed to building infrastructure in remote Asia-Pacific villages. Therefore, the Board shall include Directors who have demonstrated practical experience of undertaking voluntary work in these or similar remote locations.

## **Review of this Policies and Procedures Document**

This “Policies and Procedures” document shall be reviewed at each Annual General Meeting, as part of the scheduled general policy review.

## **Quantitative Organisational Risk Analysis and Mitigation**

The CEO shall implement the following:

- Assess and prioritize the risk associated with each program and its component projects, and determine the appropriate mitigation actions (risk treatment).
- Record the Organisational Risk Analyses and the mitigation actions in the Strategic Plans appropriate to each program.
- Summarize the Organisational Risk Analyses and the mitigation actions in a Risk Register.
- Implement the proposed mitigation actions (risk treatment).
- During regular reviews, consider the effectiveness of the mitigation actions (risk treatment) and report to the Board.

## **Compliance and Auditing**

The Responsible Personnel shall implement the following:

- Initiate the required monitoring, evaluation and learning functions associated with this “Policies and Procedures” document.
- Initiate both internal and external auditing, consistent with ISO 9001 principles of the policies and procedures herein.
- Ensure that the compliance with the policies and procedures herein, and the associated internal and external audits, are recorded in the associated “Compliance and Audit Records” documents.

## **Training**

The Responsible Personnel shall implement the following:

- Distribute a reference and link to this “Policies and Procedures” document to all Directors, Regional Managers and Partner Organisation Managers, and other personnel working on behalf of the organisation. (Partner Housing Australasia is a voluntary organisation and does not employ staff).
- Distribute a reference and link to the associated “Training” package. Request that all Directors, Regional Managers and Partner Organisation Managers use this to increase their awareness and understanding of these policies and procedures.
- Include a reference and link to this “Policies and Procedures” document in all Memoranda of Understanding with Partner Organisations.
- Table this “Policies and Procedures” document at the Annual General Meeting, for discussion and adoption.
- Review the training effectiveness at the February Board Meeting.

## **Delegation of Management Roles, Authorities and Responsibilities**

The CEO shall delegate certain management roles, authorities and responsibilities ensure that the designated managers implement tasks as set out in the next section.

If there are insufficient numbers of available Volunteers, some roles and responsibilities may be undertaken by a consultant, such as Quasar Management Services (a wholly owned subsidiary of Partner Housing Australasia).

## **PHA – Management Roles, Authorities and Responsibilities**

### General

The roles, authorities, and responsibilities of the Managers are different and distinct from those of the elected Partner Housing Australasia Board Directors.

### Board Directors

The roles, authorities, and responsibilities of Partner Housing Australasia Board Directors (including the President, Vice President, Secretary, Treasurer) are not covered by this “Policies and Procedures” document. They are separate and different from those of the Managers, and are set out separately in the “Constitution & Code of Conduct”.

### Managers

The following section sets out the roles, authorities, and responsibilities of each of the Partner Housing Australasia Managers.

These roles, authorities, and responsibilities expand the requirements set out in the “Policies and Procedures” documents, by providing specific information as to how, and by whom, specific activities shall be undertaken.

## Chief Executive Officer

The Chief Executive Officer (CEO) shall undertake the role of representative and chief executive of the organisation, with oversight of the compliance with the governance requirements, financial controls and operations, when delegated by the Board, consistent with the requirements of relevant legislation and regulation.

Note:

Implementation of the following governance policies are the responsibility of the President and Board, and (unless specifically delegated to the CEO) are excluded from the CEO's responsibilities –

- Ensure that "Constitution & Code of Conduct", "Policies and Procedures", and other key documents and "Strategic Review" are reviewed and accepted at each December Board Meeting and each December AGM.
- Ensure that the "Constitution & Code of Conduct", "Policies and Procedures", and other key documents are communicated to the Membership via the AGM.
- Ensure the resolution of internal disputes and, if appropriate, the disciplining of Volunteers.
- Ensure that the powers of the Board are understood and communicated to the Directors, Volunteers and Members through training carried out at each February Board Meeting.
- Ensure that potential new Members and Volunteers are correctly considered and approved by the Board, and the appropriate records are kept. This may be delegated to the Secretary or the CEO.
- Ensure that the Board Meetings and General Meetings are held, with the required notice and quorum. This shall be done in consultation with the Administration Manager.
- Prepare the Business Papers and Minutes for four Board Meetings per year (February, April, July and December).
- Prepare the Business Papers and Minutes for the AGM (December) and any EGMs.
- Ensure that the Winding Up provisions remain relevant.
- Ensure that the Partner Housing Australasia (Building) Incorporated Overseas Aid Fund is correctly administered in accordance with the conditions specified by DFAT and the ATO.

The CEO shall manage the conduct of the organisation, in accordance with the "Constitution & Code of Conduct" and "Policies and Procedures".

In these roles, the CEO may be assisted by other officers on an ad-hoc basis.

The CEO shall report to, and receive direction from, the Board.

The CEO shall execute the following ....

### *Authority*

Unless specifically instructed in writing to the contrary, the CEO has authority to carry out each of the activities listed under "Responsibilities", to the extent necessary to ensure their execution in accordance with the "Constitution & Code of Conduct" and "Policies and Procedures".

Execute expenditure previously approved by the Board.

Execute minor expenditure up to AUD \$ 5,000 per annum, subject to obtaining subsequent Board endorsement at the next Board meeting.

### *Responsibilities*

#### Governance

Implement the governance policies as delegated by the Board. See the note above.

#### Implementation of Key Policies

In consultation with the President –

- Ensure that the “Constitution & Code of Conduct” and “Policies and Procedures”, are correctly implemented in their entirety in accordance with the conditions specified by DFAT and ACFID.
- Ensure that persons reporting fraud and/or corruption (whistle blowers) are protected and assisted, with care taken to preserve their anonymity, subject to the laws of the country.
- Ensure that all Volunteers are recruited in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.
- Ensure that all Volunteers are trained in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.

#### Annual Report

Assist the President to prepare and present to the July Board Meeting an Annual Report, that sets out an accurate snapshot of Partner Housing Australasia, its finances and its programs.

The Annual Report shall include the following:

- Vision
- Mission
- Values
- Services
- Organisation
- Board of Directors
- President’s Report
- Report on Quasar Management Services
- Building and Infrastructure Projects
- Building System
- Water and Sanitation
- Development and Training Package
- DANCER Building System (or an alternative innovative system)
- Testimonials
- Testimonial Letters
- Probono Professional Services
- Summary of Financial Report
- 10-Year Financial Plan
- Financial Report
- Monitoring and Evaluation
- Continuous Improvement and Good Practice Indicators,
- Breadth of Stakeholder Relationships
- Vision, Mission and Values
- Outcomes and Impacts
- Source and Sustainability of Funding
- Risk Management
- Positive and Negative Impacts
- Environmental Sustainability
- Independent Auditors Report

#### Strategic Review

Assist the President to carry out regular Strategic Reviews of the Vision, Mission and Values, together with the Policies and Procedures. This Strategic Review shall be based on:

- a) Detailed discussions with each of the Directors;
- b) On-going discussions and/or email correspondence with the representatives of the implementing Partner Organisations (Vision for Homes [PNG], South Ranongga Community Association [Solomon Islands],).
- c) On-going discussions with donors and potential donors.
- d) Consideration of the following data contained in the Annual Report:
  - Monitoring, Continuous Improvement and Good Practice Indicators
  - Breadth of Stakeholder Relationships
  - Vision, Mission and Values
  - Outcomes and Impacts
  - Source and Sustainability of Funding
  - Risk Management
  - Positive and Negative Impacts
  - Environmental Sustainability
  - Independent Auditors Report
- e) Consideration of the ACFID compliance and verification process and DFAT requirements.

#### Identifying and Establishing a Working Relationship with Partner Organisations

In consultation with the President,

- Identify suitable Partner Organisations that reflect the same values as Partner Housing Australasia, and are active in promoting and practising safe and efficient building and infrastructure construction for villages in the Asia-Pacific region. Experience has shown that suitable Partner Organisations can generally be identified in two groups;
  - (a) large established NGOs with the ability to deliver substantial building and infrastructure projects, but requiring assistance in practical design and construction (skills possessed by Partner Housing Australasia), and
  - (b) community organisations existing in regions where Partner Housing Australasia has identified village need, but requiring assistance in governance, funding, design and construction (skills and resources possessed by Partner Housing Australasia).

Suitable Partner Organisations may approach Partner Housing Australasia, either directly or through other organisations operating in the same field.

- Ensure that all discussions and interactions are conducted respectfully, observing cultural sensitivities at all times. If possible, make greetings, please and thank-you in local vernacular.
- Once a suitable Partner Organisation is identified, the CEO shall make contact by phone and/or email, with a view to following up with a site visit.
- The CEO (or a delegated Regional Manager) shall visit the area and meet the representatives of the Partner Organisation to discuss the details of the program and individual projects. This shall include meeting the key representatives, inspecting previous work, inspecting financial reports, confirming the needs analysis, drawing up programs, plans, establishing regular communications (e.g., regular email contact) and establishing an annual technical audit etc. (as considered appropriate during the visit).
- On completion of a successful area visit, the CEO shall negotiate and complete a Memorandum of Understanding. When preparing an MOU, the following shall be considered:

*(a) The Partner Organisation's Constitution and Policy Documents and how they align with Partner Housing Australasia strategy, objective, purpose and values; and*

*(b) Capacity to carry out the work consistent with the stated requirements and outcomes.*

- The CEO shall then brief the Regional Manager, who shall assume responsibility for maintaining an on-going monitoring (including an annual audit) of the program and projects.
- The process for monitoring compliance shall be the establishment and maintenance of Financial Acquittals and a Project File, ensuring that field Volunteers.

#### Service Delivery and Growth

- Ensure that Partner Housing Australasia continues to deliver its stated services, in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”. This includes liaison with and Regional Managers, Volunteers, and Partner Organisations as appropriate.
- Ensure that Partner Housing Australasia takes every reasonable opportunity to expand its services, within the parameters set in the “Constitution & Code of Conduct” and “Policies and Procedures”. This includes recruiting new Volunteers, Partner Organisations and Donors as appropriate.
- Ensure that suitable training package, manuals and design aids are developed and distributed to Partner Organisations.
- Ensure that Volunteers receive appropriate Building Skills, Governance and Code of Conduct Training.

#### Project Implementation

Assist and liaise with the Regional Managers to ensure that the implementation of building and WASH infrastructure projects follow long-established industry patterns –

- project definition and stakeholder consultation, including child protection provisions
- contract, MOU, or other formal agreement with beneficiary stakeholders
- contract or MOU with Partner Organisation
- design, detailing and bill-of-quantities
- pricing
- ordering materials
- taking delivery of materials
- fabrication (including trial erection where appropriate)
- transport to site
- site construction
- commissioning and environmental protection
- hand-over and routine maintenance.

Routine communications within the partners are by phone, text or email, and significant communications are via email. The relevant managers retain copies of the emails, and (for significant matters) a copy is sent to the CEO.

#### Financial Functions

Assist the President and Treasurer to ensure that finance and accounting policies are correctly executed, including the following:

- Prepare and present to the Board and AGM an Operations Plan and Budget covering the next financial year and the next five financial years. (A period of ten years may be selected if considered appropriate). Obtain Board and AGM approval for the Operations Plan and Budget.
- Obtain Board Approval prior to making external payments or donations in excess of \$ 50,000.



- Facilitate the recording of accounts and financial transactions by the Treasurer, in accordance with the requirements specified by the Auditor.
- Ensure mortgage recovery is carried out in accordance with the Mortgage Contracts.
- Obtain expenditure approval.
- Request for the transfer of funds to Partner Organisations.
- Assist the Treasurer to present the Quarterly Accounts to the Board for approval.
- Assist the Treasurer to present the Annual Accounts to the Board for approval.
- Assist the Treasurer to present to engage and brief the Auditor and present the Auditor's Report, Special Financial Report and Annual Accounts to the Board Meeting and AGM.

#### Administration Functions

Ensure that administration and record keeping policies are correctly executed. These functions are currently executed (on behalf of the CEO) by a Volunteer.

#### Human Resources Manager

Ensure that Human resources policies are correctly executed. These functions are currently executed (on behalf of the CEO) by a Volunteer.

#### Professional Services

Ensure that Professional Services policies are correctly executed. These functions are currently executed (on behalf of the CEO) by a Volunteer.

#### Funding

Develop and implement a strategy that will secure donations to Partner Housing Australasia for programs in PNG , Solomon Islands, and (if appropriate) other South Pacific countries, based on the following.

1. Amplify Partner Housing Australasia's aim to transform South Pacific village building practice (to improve cyclone, earthquake and tsunami resistance) and improve water and sanitation practices.
2. Emphasise Partner Housing Australasia's model of a combination of funded model projects such as our current PNG and Solomon Islands programs AND high-level professional services to governments and large NGOs. Partner Housing Australasia is well placed to deliver both and currently does so.
3. Develop a portfolio of schemes whereby corporate donors may partner with us and our international partners to fund specific programs such that the CEO and others may negotiate such funding with the potential donors. This could include direct donations, matching donations, donations as payment for CPD training based on international construction projects etc.
4. High level corporate services to governments and NGOs on a fee for service basis.
5. Improve communications with corporate donors, including human scale stories, improved website etc.
6. Maximise the advantages of Partner Housing Australasia's DGR tax deductibility, ACFID membership and future ANCP accreditation.

#### Succession Planning

The on-going effective function of Partner Housing Australasia relies on the availability of a pool of skilled and experienced Volunteers, each of whom perform regular meaningful on-going tasks that yield tangible benefit to Partner Housing Australasia, its Partner Organisations and village residents, together with providing fulfilment for the Volunteer.

1. Recruit a workable number of Volunteers, who would be available to implement programs when the need arises;
2. Ensure that each of these Volunteers has a meaningful fulfilling productive task to perform on a regular on-going basis, perhaps understudying and assisting a Director/Manager with one of their tasks;

3. Ensure that these on-going tasks are regular, but not intrusive into family life or work obligations;
4. Such regular on-going tasks need not be particularly time consuming, but, if carefully selected, should relieve pressure on the Director/Manager who has overall responsibility for them
5. Ensure that the regular on-going tasks provide insight into the aims and practices of Partner Housing Australasia, such that the volunteer may choose to undertake one or more additional short-term assignments should the need arise. Provided the volunteer has the appropriate skills, the short-term projects could be in an entirely different activity from the regular assistance.

#### ACFID and DFAT ANCP

Assist and liaise with the President to maintain ACFID accreditation and to secure DFAT ANCP accreditation.

#### Quasar Management Services

Assist and liaise with the Managing Director of Quasar Management Services Pty Limited.

Quasar Management Services Pty Limited is a wholly owned subsidiary consulting engineering firm with professional indemnity insurance appropriate to the activities currently performed by professionals on behalf of Partner Housing Australasia.

These services include (but are not limited to) engineering and architectural services, including design, detailing, specification, preparation of cutting lists and bills of quantities and auditing.

Quasar's PI Insurance precludes its undertaking construction.

Services may be pro bono or fee-for service.

Profit derived by Quasar is donated to Partner Housing Australasia.

The acquisition of Quasar, its purpose and method of operations was established by resolution of Partner Housing Australasia Board Meeting 2019-3 No 68, 9 July 2019.

1. Serve as the Managing Director of Quasar, ensuring:
  - the delivery of services,
  - maintenance of insurance,
  - donation of profits to Partner Housing Australasia
2. Convene and consult a Technical Advisory Panel for the review of projects.
3. Manage the development of innovative country-appropriate village building systems, village water reticulation systems and village-based businesses. Typical projects include, but are not limited to:
  - DANCER Building System – Cyclone, earthquake and tsunami resistant village houses, clinics, schools and community buildings that require minimum building skills and minimum imported hardware.
  - Village Aqua - Water reticulation system component assembly business, for installation in remote South Pacific villages.
4. Manage services to the governments of the South Pacific to effect improvements in the cyclone, earthquake and tsunami resistance of village buildings and the health of water supply and sanitation.

#### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

#### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

<p><b>Administration Manager</b></p> <p>The Administration Manager shall ensure that administration and record keeping policies are correctly executed.</p> <p>In this role, the Administration Manager may be assisted by the CEO or others on an ad-hoc basis.</p> <p>The Administration Manager shall report to, and receive direction from, the CEO.</p> <p>The Administration Manager shall execute the following ....</p>
<p><i>Authority</i></p> <p>Unless specifically instructed in writing to the contrary, the Administration Manager has authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p> <p>Execute expenditure previously approved by the Board.</p> <p>Execute minor expenditure up to AUD \$ 1,000 per annum, subject to obtaining subsequent Board endorsement at the next Board meeting.</p>
<p><i>Responsibilities</i></p> <p><u>Secretarial Services</u></p> <ul style="list-style-type: none"> <li>• Ensure that appropriate Minutes of Management Meetings are kept and distributed.</li> <li>• Act as a point of contact for the volunteers</li> <li>• Secure adequate legal assistance when required</li> <li>• Send and receive correspondence</li> <li>• Keep records of correspondence and the like</li> <li>• Appoint and liaise with pro-bono legal advisors.</li> <li>• If so requested, assist the Secretary (Board Member) to lodge statutory forms and registrations as soon as practical after each AGM. <ul style="list-style-type: none"> <li>ACNC – Annual Return – December each year</li> <li>ACNC – Self Assessment – Maintain on file</li> <li>NSW Fair Trading – Charitable File Number Renew this before 26 March 2022</li> <li>ASIC – Registration of Business Names</li> </ul> </li> </ul> <p><u>Nurture of Australian Partner Families and Management of Mortgages</u></p> <ul style="list-style-type: none"> <li>• Maintain contact with each of the Australian partner families (home owners / mortgagors).</li> <li>• Monitor mortgage repayments, discussing any fluctuations with the home owners (mortgagors) and advising the Board by email of any problems and recommended actions. Such recommendations may include advice that mortgagors to revert to lower repayments in cases of financial distress. Approval for such actions may be granted jointly by the CEO and Administration Manager, following favourable email feedback from the other Board Members (Directors).</li> <li>• Carry out extended “low key” discussions with home owners with the greatest outstanding mortgages, on the following basis: <ul style="list-style-type: none"> <li>○ Partner Housing Australasia will not act to disadvantage the home owners (mortgagors) in any way;</li> </ul> </li> </ul>

- Partner Housing Australasia will continue periodic discussions with the home owners (mortgagors), but will not apply any pressure to achieve early mortgage redemption;
- Extinguishing the Part B (Schedule 2) commitments to share windfall profits (from the sale of the property, should it occur) with Partner Housing Australasia.
- When approached by mortgagors who wish to pay out and thus terminate their mortgages, advise the Board, facilitate the process and assist the mortgagors.
- When appropriate, provide counselling to Australian partner families in distress.
- When appropriate, recommend to Australian partner families in distress that they seek assistance from other specialised agencies.
- Manage and plan the effective use of property and mortgages.
- Engage legal services when required.
- Engage surveyors, building inspectors, real estate agents, valuers and other professionals when required.
- Process all legal documents associated with property sales and mortgages.

#### Mortgages of Australian Affordable Housing Built During a Previous Programs

In 2008, Partner Housing Australasia ceased construction of affordable homes in Australia, to concentrate on overseas infrastructure projects. The construction of houses in Australia and the provision of loans and mortgages is no longer part of the current or future activities of Partner Housing Australasia. However, currently a small number of properties resulting from previous Australian construction activity remain as assets of the organisation.

This part of the Policies and Procedures has been retained to cater for the on-going commitments related to the mortgages held over properties built during that previous period.

Within the context of the need of compassion and flexibility, 100% of the Schedule 1 mortgage payments and, if applicable, 100% of the Schedule 2 mortgage repayments, shall be collected. The Finance Manager shall initiate a system to send reminders automatically when repayments are in arrears. If mortgage arrears increase to such an extent that the family has virtually no chance of repaying, one option remains (subject to legal clarification):

- Foreclosure,
- Ownership reverting to Partner Housing Australasia (Building) Incorporated and
- Then offering a rent-free period to the family.

Partner Housing Australasia (Building) Incorporated adopts the following procedures for the management of mortgage arrears.

- 1 If arrears over 30 days become evident, the Administration Manager shall make enquiries of the family involved via telephone and/or visit.
- 2 If arrears continue and accumulate beyond 90 days, the Administration Manager shall continue to provide support and follow up. The Administration Manager shall write a letter to the family outlining the options of foreclosure or an amended mortgage repayment schedule that reflects the family's current financial situation.
- 3 The Board may resolve (in advance) that, if arrears continue for a further 60 days, a letter advising the family of foreclosure, shall be sent. (Thus, a further meeting of the Board would not be required.)
- 4 If necessary, a Solicitors letter advising foreclosure, shall be considered by the Board at its next meeting.
- 5 The Board shall be informed of existing mortgage arrears at its scheduled meetings.

### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

<p><b>Finance Manager</b></p>
<p>The Finance Manager shall undertake the bookkeeping, banking, accounting and financial control of Partner Housing Australasia, as required by legislation and regulation; and shall facilitate the auditing by a suitably qualified Auditor.</p>
<p>The Finance Manager shall report to, and receive direction from, the CEO.</p>
<p>The Finance Manager shall provide assistance and accounting services to the Treasurer, as required.</p>
<p>The Finance Manager shall execute the following ...</p>
<p><i>Authority</i></p>
<p>Unless specifically instructed in writing to the contrary, the Finance Manager has authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p>
<p>The following authorities (normally exercised by the Treasurer) apply, only if specific delegations by the Board have been made in writing –</p>
<ul style="list-style-type: none"> <li>• Execute expenditure previously approved and budgeted by the Board.</li> <li>• Obtain endorsement by the CEO prior to making previously approved and budgeted external payments or donations in excess of AUD \$ 50,000.</li> <li>• Execute approved expenditure up to AUD \$ 5,000 per annum. Obtain subsequent Board endorsement at the next Board meeting.</li> <li>• Co-sign and/or co-approve all banking transactions, consistent with the authorities lodged at the bank.</li> <li>• Forward (by cheque or bank transfer) the payments covered by any properly approved “Expenditure Approval”.</li> </ul>
<p><i>Responsibilities</i></p>
<p><u>General Requirements</u></p>
<p>The following responsibilities (normally exercised by the Treasurer) apply, only if specific delegations by the Board have been made in writing –</p>
<p>Carry out the following activities, as detailed in the “Financial Reporting and Control”, “Finances, Accounts and Audit” and other relevant procedures.</p>
<ul style="list-style-type: none"> <li>○ keep formal accounts, recording income and expenditure on a quarterly basis</li> <li>○ present the quarterly accounts to the Board meeting</li> <li>○ present a trial balance sheet to each quarterly Board meeting</li> <li>○ obtain approval for expected significant purchases.</li> </ul>
<p><u>Code-of-Conduct, Training, and Child Protection</u></p>
<p>Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.</p>
<p>Adhere to requirements for stakeholder consultation, including child protection provisions.</p>
<p>Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.</p>
<p><u>Summary of Child Protection Requirements</u></p>
<p>Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –</p>

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also 'Use of children's images for work related purposes');
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
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If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
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- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including "P24010111-1 Governance Policies & Procedures".



<p><b>Human Resources Manager</b></p>
<p>The Human Resources Manager shall ensure that the HR Policies are met and that the Financial, Administrative and Operational Projects have thorough and timely support.</p> <p>In this role, the Human Resources Manager may be assisted by the CEO or others on an ad-hoc basis.</p> <p>The Human Resources Manager shall report to, and receive direction from, the CEO.</p> <p>The Human Resources Manager shall execute the following ....</p>
<p><i>Authority</i></p> <p>Unless specifically instructed in writing to the contrary, the Human Resources Manager has authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p> <p>Execute expenditure previously approved by the Board.</p> <p>Execute minor expenditure up to AUD \$ 1,000 per annum, subject to obtaining subsequent Board endorsement at the next Board meeting.</p> <p>Act as the one of the Directors who is authorised by the Partner Housing Australasia Board as a signatory for all bank accounts. Act as the person who is an authorised by the Partner Housing Australasia Board to authorise on-line transactions on all bank accounts. Act as the On-line Administrator for on-line banking.</p>
<p><i>Responsibilities</i></p> <p>Provide assistance to the following personnel on an ad-hoc basis when requested:</p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Finance Manager</li> <li>• Administration Manager</li> <li>• Regional Managers</li> </ul> <p><u>Human Resources</u></p> <p>(a) Ensure all minimum legal and regulatory requirements relating to personnel, and will document and maintain policies and procedures that relate to personnel.</p> <p>(b) Communicate the statement of unacceptable behaviours expressly including reference to any sexual exploitation or abuse.</p> <p>(c) Ensure that all personnel are provided with the relevant induction information pertaining to their rights and safety and that there is ready access to personnel and Workplace Health and Safety policies and procedures.</p> <p>(d) Provide advice to Volunteers on good workplace health and safety practices and habits (ergonomics/cords/good light) that can be used when working from home on behalf of the Organisation.</p> <p>(a) Assist volunteers serving overseas to obtain Police Checks and Working with Children Clearance. Nationally Coordinated Criminal History Check (Volunteer), National Police Certificate, or National Police History Check; and (if serving overseas) a Working-With-Children Clearance. The cost associated with these checks will be refunded by Partner Housing Australasia.</p> <p>(e) Ensure that volunteers serving overseas are trained and briefed regarding Police Checks, Declarations, Indemnities, Insurance, Risks to Health and Safety, Precautions and Emergency Procedures, Privacy, Child Protection, Sexual Misconduct, Harassment, Anti-terrorism, Anti-Corruption, Complaints Handling, Anti-fraud, Non-development Activity and other Code of Conduct issues. Provide to such volunteers, receive and file a signed copy of the declarations form.</p>

### Membership

- Ensure that the relevant membership records are kept.
- Ensure that the fees and subscriptions are collected and passed to the Finance Manager.

### Banking

Act as the person authorised to administer the electronic banking authorities.

Receive and examine the expenditure requests and approvals submitted by the designated managers for expenditure and other banking transactions. If all is in order,

- co-sign the corresponding cheques, withdrawal slips, direct debits or banking transaction authorities; or
- co-authorise the corresponding on-line transaction.

When appropriate, arrange changes to the on-line banking arrangements in consultation with the Finance Manager.

### Monitoring of donations less than AUD \$ 10,000 per year

Monitor donations less than AUD \$ 10,000 per year to partner organisations, for example Save Gibitngil Island Association (SGIA). This includes requesting, receiving and making available to the Board reports.

### Insurance

Ensure that Partner Housing Australasia has adequate insurance cover. Arrange the annual renewal of the Insurance Policies.

### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also 'Use of children's images for work related purposes');
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;

- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
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<p><b>Communications Manager</b></p> <p>The Communications Manager shall assume responsibility for developing and operating the Partner Housing Australasia website <a href="http://www.PartnerHousing.org">www.PartnerHousing.org</a>, for liaising at a functional level with other organisations (such as ACSE and Consult Australia), and for ensuring that published material is honest and accurate.</p> <p>The Communications Manager shall report to, and receive direction from the CEO.</p> <p>The Communications Manager shall execute the following ...</p>
<p><i>Authorities</i></p> <p>Unless specifically instructed in writing to the contrary, the Communications Manager has authority to carry out each of the activities listed under “Responsibilities”.</p> <p>In particular, the Communications Manager has the authority to:</p> <ul style="list-style-type: none"> <li>• Edit posts to ensure their accuracy and honesty before uploading.</li> <li>• Upload other documents as requested by the CEO or Regional Managers.</li> <li>• Maintain the website.</li> </ul>
<p><i>Responsibilities.</i></p> <p>Develop and operate the Partner Housing Australasia website <a href="http://www.PartnerHousing.org">www.PartnerHousing.org</a>, geared towards the following:</p> <p><u>Fundraising and Awareness</u></p> <ul style="list-style-type: none"> <li>• Provide information on the Partner Housing Australasia programs, though the uploading of relevant non-confidential reports, including (when appropriate) those made during Board Meetings.</li> <li>• Facilitate communication amongst other Managers.</li> <li>• Post at least 12 articles per year (one each month), including Director and Volunteer profiles, program updates, project reports, and stories on people who have benefited.</li> <li>• Include photos where possible, and within the constraints of the privacy and child protection policies.</li> <li>• Facilitate donations on line when that is a requirement of a donor.</li> <li>• Liaise with ACSE, Consult Australia and University of Sydney (when required) to facilitate the recruitment of Volunteers to provide technical assistance as required to provide Partner Housing Australasia with more concentrated access to probono professional services by major consulting firms.</li> </ul> <p><u>Training Packages and Technical Manuals</u></p> <ul style="list-style-type: none"> <li>• Upload Training Packages, as they are made available by the CEO or Code of Conduct &amp; Training Manager.</li> <li>• Upload Technical Manuals, as they are made available by the CEO or Code of Conduct &amp; Training Manager.</li> </ul> <p><u>Provide for the "business" functions</u></p> <ul style="list-style-type: none"> <li>• Upload the Annual Reports of two consecutive years. For example: upload the most recent Annual Report (without Audit Report) and then replace it with the most recent Annual Report (with Audit Report) when it is available.</li> <li>• Maintain “About Us”, “Contact, Board”, and “Complaints” (accessible to the public</li> <li>• Maintain other website features as required by ACFID, via the CEO.</li> <li>• Upload the revised Policies and Procedures documents.</li> </ul> <p><u>Posts</u></p>

Prepare regular posts, featuring Partner Housing Australasia projects and personnel.

Ensure that all posts and other material are:

- accurate and honest,
- respectful of others,
- protect the privacy and dignity of individuals and organisations, and
- in compliance with the Partner Housing Australasia policies, including the Privacy and Child Protection policies, and the requirements for protecting children when photographing and using images.

#### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

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- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
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- xi. Do not make gifts to children;
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- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

<p><b>Regional Managers</b></p> <p>Regional Managers facilitate the activities of Partner Housing Australasia, including the execution of particular professional services projects and building contracts, within the particular region.</p> <p>In these roles, the Regional Managers may be assisted by Project Managers and/or the CEO.</p> <p>Regional Managers shall report to, and receive direction from, the CEO.</p> <p>Regional Managers shall execute the following, within the nominated Region ....</p>
<p><i>Authorities</i></p> <p>Unless specifically instructed in writing to the contrary, the Regional Managers have authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Prepare Board brief and budget, within the context of available funds</li> <li>• Negotiate and sign MOU on behalf of Partner Housing Australasia (in consultation with the CEO)</li> <li>• Either carry out the mentoring, training and auditing personally or delegate to Project Manager.</li> <li>• Initiate and send the Request the Transfer of Funds.</li> <li>• Execute expenditure previously approved by the Board.</li> <li>• Execute minor expenditure up to AUD \$ 1,000 per annum, subject to Board endorsement.</li> </ul>
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Brief the Board and prepare an operating budget for actual and potential building work and professional services within the Region.</li> <li>• Secure pro-bono professional service assignments and/or building work contracts within the Region.</li> <li>• Assist the Professional Services Manager to engage and brief pro-bono professional service providers for the execution of design and documentation for use in the region.</li> <li>• Ensure an MOU is signed by client organisations receiving professional services or building work. (See details in procedures for CEO.)</li> <li>• If a suitable building Partner Organisation does not exist in the region, establish, train and mentor a Partner Organisation.</li> <li>• Carry out meaningful stakeholder consultations, engage and brief Partner Organisations for the execution of building work, seeking feedback and contribution of their ideas.</li> <li>• When appropriate, arrange for representatives of Partner Organisations to participate in the Partner Housing Australasia Board deliberations</li> <li>• Mentor, train and audit the building Partner Organisations at least once per year, reporting observations to the Board. The audit shall consider governance, construction, financial, child protection, anti-terrorism, anti-fraud, anti-corruption, disabilities, gender equality, inclusion, complaints handling, sexual misconduct, harassment and other Code of Conduct issues.</li> <li>• Mentor, train and brief Project Managers, Supervisors and key personnel of Partner Organisations.</li> <li>• Facilitate the Transfer of Funds by the Finance Manager to Partner Organisations for particular projects, as detailed below.</li> <li>• Facilitate the procurement of goods and services for particular projects, as detailed below.</li> </ul>
<p><u>Transfer of Funds to Partner Organisations</u></p>

- Request the Transfer of Funds by the Finance Manager to Partner Organisations for particular projects, for which there is already formal approval by resolution at a Board Meeting, AGM or EGM. This request shall be by email directed to the Finance Manager, with a copy to the CEO.
- Request the transfer of additional funds (up to 10% of the amount previously approved for particular projects), for legitimate unforeseen circumstances such as movements in the exchange rate or unavoidable extra work. This request must be approved jointly by email by the Regional Manager and South Pacific Development Manager or CEO.
- The “Request for the Transfer of Funds to Partner Organisations” shall nominate the Australian dollar amount to be transferred, together with an estimate of the local funds likely to be received into the recipient's bank account, the exchange rate and bank fees.

#### Minor Purchases and Expenditure

- Minor expenditure or petty cash up to AUD \$ 500 may be spent at the discretion of the authorised persons (e.g., Directors).
- Accounts shall be submitted for approval and payment before the next Board meeting.

#### Procurement of Goods and Services

Procurement of goods and services shall be consistent with ‘good practice’ within the building industry, and shall involve the use of bills of quantities, price enquiries, quotations, orders, delivery documentation, invoices as appropriate to the particular purchase. In particular –

- a) The Regional Manager, Project Manager or delegated person shall prepare Bills of Quantities, Materials Lists and/or Specifications, suitable for accurate quoting and ordering.
- b) The Regional Manager, Project Manager or delegated person shall obtain quotations from reputable suppliers. More than one quotation shall be obtained where there is doubt as to the competitiveness of the price (as demonstrated by significant deviations from standard or historic prices for similar goods) or where the value of the quotation exceeds AUD 20,000.
- c) The Regional Manager, Project Manager or delegated person shall place orders in accordance with the quotations from reputable suppliers, and in accordance with the delegations and authorities. Where so specified, co-approval by a second authorised approver shall be obtained.
- d) On receipt of a supplier’s invoice, the Regional Manager shall inspect it for accuracy and obtain email co-approval by a second authorised approver.
- e) The Regional Manager shall forward a copy of the approvals and the relevant invoice to the Finance Manager (for payment) and the CEO (for monitoring).
- f) Payment shall be authorised by on-line transfer from the appropriate bank account (e.g., Solomon Islands, Vanuatu or Cheque Account) by two of the authorised approvers.
- g) The Regional Manager, Project Manager or delegated person shall monitor the delivery of ordered goods through email, text or phone liaison with the Partner Organisation representative.
- h) Obtain the relevant receipts from the Partner Organisation and send to the Finance Manager and CEO.
- i) Advise the Board such transfers at the next Board meeting. Maintain a copy of all financial and building records associated with the projects and provide this to the CEO. Use the Excel workbook approved for this use

Under normal circumstances, the above process shall be subject to the following limitations –

### Approvals for Ordering and Payment of Suppliers' Invoices

Project Location	Place order	Approve payment of invoice	Approve bank transfer of funds
Papua New Guinea	Regional Manager PNG	Regional Manager PNG +	Finance Manager +
		one other Director	one other Authorised Approver
Solomon Islands	Regional Manager Solomons	Regional Manager Solomons +	Regional Manager Solomons +
		one other Director	one other Authorised Approver
Other construction	Construction Business Manager	Construction Business Manager +	Construction Business Manager +
		one other Director	one other Authorised Approver
Administration	Finance Manager	Finance Manager	Finance Manager
		one other Director	one other Authorised Approver

In this arrangement, the "one other Director" and "one other Authorised Approver" **Other construction** the same person. This limitation effectively means that there must be at least three different authorised people involved in the process.

If the nominated person is not available, an authorised substitute may be delegated to assume the particular task. However, such a delegate must not be either the "one other Director" or the "one other Authorised Approver". The will maintain the requirement that at least three different authorised people are involved in the process.

All transactions are presented quarterly to the Board for inspection and approval, thus adding an extra layer of security to the process.

#### Project Implementation

Ensure that the implementation of building and water/sanitation infrastructure projects follow long-established industry patterns –

- project definition
- stakeholder consultation and site meeting
- pre-construction child protection meeting
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design and prepare design file
- prepare Bill of Quantities (BOQ)
- obtain quotations for materials
- order materials
- take delivery of materials
- fabrication (including trial erection where appropriate)
- transport to site
- site construction
- commissioning
- post-construction child protection meeting
- hand-over
- routine maintenance.

Routine communications within the professional teams are by phone, text or email, and significant communications are via email. The relevant managers retain copies of the emails, and (for significant matters) a copy is sent to the CEO.

#### Financial acquittals and monitoring the performance of programs (and projects)

1. Initiate frequent email exchanges with the managers of the implementing Partner Organisations to monitor the programs. Copy in the CEO and other relevant managers.



2. Ensure that the Finance Manager is accurately maintaining the Xero accounting software package to record all financial transactions.
3. Use the customised MS Excel accounting workbook to prepare and record program budgets (including for specific projects).
4. Use the customised MS Excel DANCER and VILLAGE AQUA workbooks to design and cost standardised buildings and water or sanitation projects (respectively). Ensure that the standard designs and standards costs in these workbooks are updated from the financial program acquittals, including line items from each project.
5. Compare the financial acquittals to the budget costs and report significant variances. These shall be considered and (if of major concern) dealt with using the ISO-9001-based noncompliance reporting system.

#### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

#### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;

- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

<p><b>Project Managers</b></p> <p>Project Managers facilitate the execution of particular professional services projects and building contracts within the particular region.</p> <p>Project Managers shall report to, and receive direction from, the Regional Manager.</p> <p>Project Managers shall execute the following, within the nominated Region ....</p>
<p><i>Authorities</i></p> <p>Unless specifically instructed in writing to the contrary, the Project Managers have authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p> <p>Order and purchase materials and services for specific projects, within the allocated budget, and in consultation with the relevant Regional Manager.</p> <p>Prepare reports for use by the relevant Regional Manager and the Board.</p> <p>Arrange travel to visit specific projects for purposes of carrying out supervision, training and audits.</p> <p>Execute expenditure previously approved by the Board.</p> <p>Execute minor expenditure up to AUD \$ 1,000 per annum, subject to Regional Manager endorsement.</p> <p>Purchase life jackets where appropriate.</p>
<p><i>Responsibilities</i></p> <p>If the Regional Manager is unavailable to carry out the following –</p> <ul style="list-style-type: none"> <li>• Engage and brief Partner Organisations for the execution of building work, seeking feedback and contribution of their ideas.</li> <li>• Carry out all actions necessary to execute the work and bring it to a successful completion.</li> <li>• Procurement of goods and services shall be consistent with ‘good practice’ within the building industry, and involve the use of bills of quantities, price enquiries, quotations, orders, delivery documentation, invoices as appropriate to the purchase.</li> <li>• Mentor, train and audit the building Partner Organisations at least once per year, reporting observations to the Board. The audit shall consider governance, construction, financial, child protection, anti-terrorism, anti-fraud, anti-corruption, disabilities, gender equality, inclusion, complaints handling, sexual misconduct, harassment and other Code of Conduct issues.</li> <li>• The audit shall consider governance, construction, financial management (including expenditure of funds donated by Partner Housing Australasia), human rights (including racial discrimination, discrimination against women, torture, cruelty, rights of the child and disabilities), privacy, child protection, anti-terrorism, complaints handling and non-development activities. A standard method, intended to expedite the process of auditing and reporting these issues, shall be used. At the close of the audit, discuss any issues and concerns of the Partner Organisations.</li> <li>• Liaise with the Regional Manager regarding the transfer of funds by the Finance Manager or Regional Manager (where applicable) to Partner Organisations for particular projects.</li> <li>• Submit accounts to the Regional Manager, for reimbursement and payment; and presentation to the next Board meeting.</li> </ul>

### Project Implementation

Ensure that the implementation of building and water/sanitation infrastructure projects follow long-established industry patterns –

- project definition
- stakeholder consultation and site meeting
- pre-construction child protection meeting
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design and prepare design file
- prepare Bill of Quantities (BOQ)
- obtain quotations for materials
- order materials
- take delivery of materials
- fabrication (including trial erection where appropriate)
- transport to site
- site construction
- commissioning
- post-construction child protection meeting
- hand-over
- routine maintenance.

Routine communications within the professional teams are by phone, text or email, and significant communications are via email. The relevant managers retain copies of the emails, and (for significant matters) a copy is sent to the CEO.

### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);

- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

## **VFH – Management Roles, Authorities and Responsibilities**

### Governance Advice and Practical Assistance

Partner Housing Australasia provides governance advice and practical assistance to Vision for Homes.

As part of this service, the Partner Housing Australasia has prepared the following Management Roles, Authorities and Responsibilities documents, for use by the Vision for Homes (PNG) Board, which has responsibility for their adoption.

### General

The roles, authorities, and responsibilities of the Vision for Homes (PNG) Managers of are different and distinct from those of the elected Vision for Homes (PNG) Board Members.

### Board Members

The roles, authorities, and responsibilities of Vision for Homes (PNG) Board Members (including the President, Vice President, Secretary, Treasurer) are not covered by this document. They are separate and different from those of the Managers, and are set out separately in the Vision for Homes (PNG) “Constitution & Code of Conduct”.

### Managers

The following section sets out the roles, authorities, and responsibilities of each of the Vision for Homes (PNG) Managers, and expand the requirements set out in detailed “Policies and Procedures” documents, by providing specific information as to how, and by whom, specific activities shall be undertaken.

**Vision for Homes (PNG) Program Manager shall –**

- Control the governance, finances, and operations, as required by legislation and regulation, and manage the conduct of the organisation, in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”.
- Act under instructions from the Board.
- Ensure that the “Constitution & Code of Conduct” and “Policies and Procedures”, are correctly implemented in their entirety.
- Ensure that persons reporting fraud and/or corruption (whistle blowers) are protected and assisted, with care taken to preserve their anonymity, subject to the laws of the country.
- Ensure that all employees are recruited in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.
- Ensure that all employees are trained in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.
- Assist in the preparation and presentation of an Annual Report to the AGM.
- Assist in the preparation of Strategic Reviews of the organisation, including on-going discussions and/or email correspondence with the representatives of the Partner Organisations (e.g., Partner Housing Australasia) and on-going discussions with donors and potential donors.
- Identify suitable Partner Organisations that reflect the same values as SRCA, and are active in promoting and practising safe and efficient WASH infrastructure construction for villages in Solomon Islands.
- Ensure the monitoring of compliance through the establishment and maintenance of a Project File.
- Ensure that the Organisation continues to deliver its stated services, in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”.
- Ensure that staff receive appropriate Building Skills, Governance and Code of Conduct Training.
- Ensure water and sanitation construction projects follow long-established industry patterns – project definition and stakeholder consultation, including child protection provisions, contract, MOU, or other formal agreement with beneficiary stakeholders, contract or MOU with Partner Organisation, design, detailing and bill-of-quantities (provided by Partner Housing Australasia), pricing (provided by Partner Housing Australasia), ordering materials (may be provided by Partner Housing Australasia), taking delivery of materials, fabrication, transport to site, site construction, commissioning and environmental protection, hand-over and routine maintenance.
- Assist in the presentation of an Operations Plan and Budget covering the next financial year and the next five financial years.
- Obtain Partner Housing Australasia approval prior to making external payments.
- Assist in the recording of accounts and financial transactions and the preparation of financial acquittals for each project, in accordance with the requirements specified by the Auditor.
- Obtain expenditure approval.
- Request for the transfer of funds from funding organisations.
- Assist in the presentation of the Annual Accounts to the Board for approval.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);

- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.



**Vision for Homes (PNG) Supervisor shall –**

- Control the implementation of water and sanitation contracts within Solomon Islands.
- Act under instructions from the Manager.
- Take delivery of materials
- Supervise fabrication of components
- Arrange transport to site
- Supervise site construction
- Supervise commissioning and environmental protection
- Hand-over and routine maintenance.
- Adhere to requirements for code-stakeholder consultation, including child protection provisions.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
  - viii. Do not have any physical contact, or carry out any punishment or discipline of children;
  - ix. Do not hire children for domestic or other labour;
  - x. Do not supply or provide drugs or alcohol to children;
  - xi. Do not make gifts to children;
  - xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
  - xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- v. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- vi. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- vii. Ensure images are honest representations of the context and the facts;
- viii. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

**Vision for Homes (PNG) Community Liaison Officer** role may be undertaken by a staff member with other duties, or by an external consultant, and shall –

- Act under instructions from the Manager.
- Conduct village stakeholder meetings and consultations in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”, including the Child Protection Policy.
- Provide feedback on the village stakeholder meetings and consultations to enable reporting in accordance with the DFAT requirements. Adhere to requirements for code-stakeholder consultation, including child protection provisions.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
  - viii. Do not have any physical contact, or carry out any punishment or discipline of children;
  - ix. Do not hire children for domestic or other labour;
  - x. Do not supply or provide drugs or alcohol to children;
  - xi. Do not make gifts to children;
  - xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
  - xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

## **SRCA – Management Roles, Authorities and Responsibilities**

### Governance Advice and Practical Assistance

Partner Housing Australasia provides governance advice and practical assistance to the South Ranongga Community Association (Solomon Islands).

As part of this service, the Partner Housing Australasia has prepared the following Management Roles, Authorities and Responsibilities documents, for use by the South Ranongga Community Association (Solomon Islands) Board, which has responsibility for their adoption.

### General

The roles, authorities, and responsibilities of the South Ranongga Community Association (Solomon Islands) Managers of are different and distinct from those of the elected South Ranongga Community Association (Solomon Islands) Board Members.

### Board Members

The roles, authorities, and responsibilities of South Ranongga Community Association (Solomon Islands) Board Members (including the President, Vice President, Secretary, Treasurer) are not covered by this document. They are separate and different from those of the Managers, and are set out separately in South Ranongga Community Association (Solomon Islands) “Constitution & Code of Conduct”.

### Managers

The following section sets out the roles, authorities, and responsibilities of each of the South Ranongga Community Association (Solomon Islands) Managers, and expand the requirements set out in detailed “Policies and Procedures” documents, by providing specific information as to how, and by whom, specific activities shall be undertaken.

**South Ranongga Community Association (Solomon Islands) Manager shall –**

- Control the governance, finances, and operations, as required by legislation and regulation, and manage the conduct of the organisation, in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”.
- Act under instructions from the Board.
- Ensure that the “Constitution & Code of Conduct” and “Policies and Procedures”, are correctly implemented in their entirety.
- Ensure that persons reporting fraud and/or corruption (whistle blowers) are protected and assisted, with care taken to preserve their anonymity, subject to the laws of the country.
- Ensure that all employees are recruited in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.
- Ensure that all employees are trained in accordance with the requirements of the Code-of-Conduct, including the Child Protection Policy.
- Assist in the preparation and presentation of an Annual Report to the AGM.
- Assist in the preparation of Strategic Reviews of the organisation, including on-going discussions and/or email correspondence with the representatives of the Partner Organisations (e.g., Partner Housing Australasia) and on-going discussions with donors and potential donors.
- Identify suitable Partner Organisations that reflect the same values as SRCA, and are active in promoting and practising safe and efficient WASH infrastructure construction for villages in Solomon Islands.
- Ensure the monitoring of compliance through the establishment and maintenance of a Project File.
- Ensure that the Organisation continues to deliver its stated services, in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”.
- Ensure that staff receive appropriate Building Skills, Governance and Code of Conduct Training.
- Ensure water and sanitation construction projects follow long-established industry patterns – project definition and stakeholder consultation, including child protection provisions, contract, MOU, or other formal agreement with beneficiary stakeholders, contract or MOU with Partner Organisation, design, detailing and bill-of-quantities (provided by Partner Housing Australasia), pricing (provided by Partner Housing Australasia), ordering materials (may be provided by Partner Housing Australasia), taking delivery of materials, fabrication, transport to site, site construction, commissioning and environmental protection, hand-over and routine maintenance.
- Assist in the presentation of an Operations Plan and Budget covering the next financial year and the next five financial years.
- Obtain Partner Housing Australasia approval prior to making external payments.
- Assist in the recording of accounts and financial transactions and the preparation of financial acquittals for each project, in accordance with the requirements specified by the Auditor.
- Obtain expenditure approval.
- Request for the transfer of funds from funding organisations.
- Assist in the presentation of the Annual Accounts to the Board for approval.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);

- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

**South Ranongga Community Association (Solomon Islands) Supervisor shall –**

- Control the implementation of water and sanitation contracts within Solomon Islands.
- Act under instructions from the Manager.
- Take delivery of materials
- Supervise fabrication of components
- Arrange transport to site
- Supervise site construction
- Supervise commissioning and environmental protection
- Hand-over and routine maintenance.
- Adhere to requirements for code-stakeholder consultation, including child protection provisions.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
  - viii. Do not have any physical contact, or carry out any punishment or discipline of children;
  - ix. Do not hire children for domestic or other labour;
  - x. Do not supply or provide drugs or alcohol to children;
  - xi. Do not make gifts to children;
  - xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
  - xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

**South Ranongga Community Association (Solomon Islands) Community Liaison Officer** may be undertaken by a staff member with other duties, or by an external consultant, and shall –

- Act under instructions from the Manager.
- Conduct village stakeholder meetings and consultations in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”, including the Child Protection Policy.
- Provide feedback on the village stakeholder meetings and consultations to enable reporting in accordance with the DFAT requirements. Adhere to requirements for code-stakeholder consultation, including child protection provisions.
- Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –
  - i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
  - ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
  - iv. Ensure that another adult is present when working in the proximity of children;
  - v. Do not invite children into the home;
  - vi. Do not sleep anywhere near children;
  - vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
  - viii. Do not have any physical contact, or carry out any punishment or discipline of children;
  - ix. Do not hire children for domestic or other labour;
  - x. Do not supply or provide drugs or alcohol to children;
  - xi. Do not make gifts to children;
  - xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
  - xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

## Declaration of Compliance with Child Protection Code of Conduct

This form shall be used by Volunteers to commit to the Child Protection Code of Conduct.

I, .....

engaged by Partner Housing Australasia, agree that while implementing aid activities, I will:

- xiv. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- xv. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- xvi. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable to the child (including Part IIIA of the Australian Crimes Act 1914 (Commonwealth) as amended), the child is below the age of consent or the act(s) are an offence under relevant laws;
- xvii. Ensure that another adult is present when working in the proximity of children;
- xviii. Do not invite children into the home;
- xix. Do not sleep anywhere near children;
- xx. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also 'Use of children's images for work related purposes');
- xxi. Do not have any physical contact, or carry out any punishment or discipline of children;
- xxii. Do not hire children for domestic or other labour;
- xxiii. Do not supply or provide drugs or alcohol to children;
- xxiv. Do not make gifts to children;
- xxv. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xxvi. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

I will not include images featuring children in any public documents or on the website. If for some legitimate reason, approved by the Board, photographs are necessary, I will –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images;
- ii. Before photographing or filming, obtain informed consent from the child and a parent or guardian of the child and explain how the photograph or film will be used;
- iii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iv. Ensure images are honest representations of the context and the facts;
- v. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Signed: .....

Date: .....



## Standard Forms

If any of these forms does not include formal signature in all spaces (e.g., it was lodged by email) please insert the full name and the email address in the space otherwise provided for the signature. If the form does include all signatures, the declaration may be deleted from the form.

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### Application for Membership of Partner Housing Australasia (Building) Incorporated

I, *(full name)*, of *(address)*,  
whose occupation is: *(occupation)* hereby apply to become a member of  
Partner Housing Australasia (Building) Incorporated. In the event of my admission as a member,  
I agree to be bound by the rules of the Organisation being in force at the time.

I, *(full name)*, being a member of Partner Housing Australasia  
(Building) Incorporated, nominate the applicant, for membership of Partner Housing Australasia  
(Building) Incorporated.

I, *(full name)*, being a member of Partner Housing Australasia (Building) Incorporated, second the  
nomination of the applicant, for membership of Partner Housing Australasia (Building) Incorporated.

Signature or Email Address of Candidate:

Date:

Signature or Email Address of Nominator:

Date:

Signature or Email Address of Seconder:

Date:

*I, whose name and email address appear above in lieu of a signature, confirm the above information is correct and that I am available to verbally confirm it if contacted by email.*

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### Application for Election to the Board of Partner Housing Australasia (Building) Incorporated

I, *(full name of the nominator)*, being a member of  
Partner Housing Australasia (Building) Incorporated, hereby nominate; and

I, *(full name of the seconder)*, being a member of  
Partner Housing Australasia (Building) Incorporated, hereby second

*(Full name of the nominee)* to be a Board Member of  
Partner Housing Australasia (Building) Incorporated.

I, *(full name of the seconder)*, being a member of  
Partner Housing Australasia (Building) Incorporated, hereby accept nomination to be a Board Member  
of Partner Housing Australasia (Building) Incorporated.

Signature or Email Address of Candidate:

Date:

Signature or Email Address of Nominator:

Date:

Signature or Email Address of Seconder:

Date:

*I, whose name and email address appear above in lieu of a signature, confirm the above information is correct and that I am available to verbally confirm it if contacted by email.*

## Volunteer Safety and Indemnity and Undertaking to Adhere to the Code of Conduct

I, (full name of the nominator) \_\_\_\_\_, agree to adhere to the “Constitution, Policies and Code of Conduct” of Partner Housing Australasia.

If I travel or undertake other activity (such as auditing, implementing or supervising building, engineering, construction, and associated activities) on behalf of Partner Housing Australasia (Building) Incorporated, I agree to the following. I acknowledge that there are risks associated with the work and travel (including by air, road, and sea), which are greater than those risks commonly associated with similar work and travel in Australia; and

- I acknowledge that there are risks of injury (including by falls for heights, accidents resulting from poor workmanship of others), which are greater than those risks commonly associated with construction in Australia; and
- I acknowledge that there are risks to health (including accident and sickness), which are greater than those risks commonly associated with similar activity in Australia
- I undertake to exercise an appropriate level of care to reduce the risk of injury, death, sickness, accident, misadventure or other damage to myself, others, and property, commensurate with the level of risk associated with the activity; and
- I indemnify Partner Housing Australasia (Building) Incorporated, its Directors and Consultants against litigation and damages resulting from injury, death, sickness, accident, misadventure or other damage to myself, others, and property, and will take appropriate insurance covering such events. Partner Housing Australasia (Building) Incorporated will reimburse the cost of the insurance premium.

Signature or Email Address of Volunteer:

Date:

*I, whose name and email address appear above in lieu of a signature, confirm the above information is correct and that I am available to verbally confirm it if contacted by email.*

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## Appointment of a Proxy for Partner Housing Australasia (Building) Incorporated General Meeting

I, (full name of the nominator) \_\_\_\_\_, being a member of Partner Housing Australasia (Building) Incorporated, hereby nominate (full name of the proxy), who is also a member of Partner Housing Australasia (Building) Incorporated, as my proxy to vote for me on my behalf at the General Meeting of Partner Housing Australasia (Building) Incorporated (annual general meeting or special general meeting, as the case may be) to be held on the date \_\_\_\_\_ and at any adjournment of that meeting. My proxy is authorised to –

- Exercise their own discretion (within the rules of the Constitution) when voting; or
- As directed as follows. *(insert details)*

Signature or Email Address of Member:

Date:

*I, whose name and email address appear above in lieu of a signature, confirm the above information is correct and that I am available to verbally confirm it if contacted by email.*

## Correlation between PHA “Policies and Procedures” and DFAT ANCP Criteria

The PHA “Policies and Procedures” are shown in **red type**, e.g., **P24010111-1 ... Policies & Procedures**.

The DFAT ANCP Criteria are shown in **blue, type**, e.g., **A1.1 Governing body documents...**

### **P24010111-1 Governance Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_3c1e8719aa3b4795b7c957384cc1eca9.pdf \(partnerhousing.org\)](#)

A1.1 Governing body documents, policies and practices ensure effective governance, and accountability to members and the public.

A1.4 If ANGO is a member of an international alliance or network, it can demonstrate its autonomy.

### **P24010112-1 Conflict-of-Interest Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_ce097309a61645889d4e95a6286e5575.pdf \(partnerhousing.org\)](#)

A1.2 ANGO has a Conflict of Interest policy and established mechanisms to address conflict of interest.

### **P24010113-1 Gender Equality & Diversity Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_f989919c456d415f8c00b569b622f5e9.pdf \(partnerhousing.org\)](#)

A1.3 ANGO has a gender equality and diversity policy, and the governing body ensures these principles are integrated across the organisation.

### **P24010114-1 Organisational Risk Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_fbdaed38fa094f3da0c28a6c7e747ef0.pdf \(partnerhousing.org\)](#)

A2.1 ANGO and its governing body can demonstrate the effective identification, review, rating, mitigation, reporting and escalation of organisational-wide risk.

### **P24010115-1 HR Policies, Integrity, Code of Conduct Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_050f70eba8624a36b93ded188b4fb959.pdf \(partnerhousing.org\)](#)

A2.2 ANGO has systems to ensure the integrity of staff including integrity screening checks, HR policies, Code of Conduct.

### **P24010116-1 Sexual Abuse, Harassment, Misconduct Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_fed9bd74c873468bb70d886e9ee0d3c1.pdf \(partnerhousing.org\)](#)

A2.3 ANGO has a safeguarding policy and practices in place to manage risks associated with sexual exploitation, abuse, harassment and misconduct, including processes for investigating, reporting and action (where appropriate).

### **P24010117-1 Complaints, Whistle Blowing, Incidents Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_11001b88c38b4e2fb37601d4fd283120.pdf \(partnerhousing.org\)](#)

A2.4 ANGO has established public-facing complaints handling, whistle blowing, and incident management systems that are accessible to all stakeholders.

### **P24010118-1 Safety and Security Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_cc295d1c19b84bfd9558f0fba56dd5c6.pdf \(partnerhousing.org\)](#)

A2.5 ANGO has systems to assess and manage staff safety and security risk.

A2.6 ANGO can demonstrate the application of additional analysis, risk identification and risk management measures for high risk contexts.

#### **P24010119-1 Child Protection Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_68af01804b4148dd9cb320980cb92d43.pdf \(partnerhousing.org\)](#)

A3.1 ANGO has an organisational Child Protection Policy

A3.2 ANGO has child safeguarding procedures in place that fully comply with DFAT's Child Protection Policy and all of its nine minimum standards.

A 3.3 ANGO has controls and processes to ensure implementing partners have compliant child protection policy and practices.

#### **P24010121-1 Management of Programs Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_1445e4c852384385955e575df076da74.pdf \(partnerhousing.org\)](#)

B 1.1 ANGO's Objectives in governing Instrument or Strategic Plan include development activities in developing countries.

B 1.2 ANGO has a minimum two-year track record of development activities.

B 1.3 ANGO can differentiate between development activities and 'non-development' activities.

B 1.4 ANGO can demonstrate that it responds to past performance issues.

B 2.1 ANGO has the demonstrated capacity or a strategy to effectively program and manage DFAT grants of equivalent size and complexity to future ANCP grant.

B 2.2 ANGO has a documented approach to managing its initiatives/programs e.g. project management cycle or equivalent, relevant to its types of initiatives or models of delivery.

B 2.3 ANGO undertakes contextual analysis including the perspectives of stakeholders, which informs planning and design.

B 2.4 ANGO appraises potential initiatives against a documented set of quality standards and DFAT requirements.

#### **P24010122-1 Activity Risk Management Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_0ff4d680b11345ec9e6f97bc4c96bed8.pdf \(partnerhousing.org\)](#)

B 2.5 ANGO assesses and manages activity risk.

B 2.6 Where ANGO is working in association with international affiliates, networks or consortiums, it can demonstrate its knowledge of and influence throughout the initiative management cycle.

#### **P24010123-1 Promoting Gender Equality in Programs Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_a52ce5047ac140a78ed181b948c1a68e.pdf \(partnerhousing.org\)](#)

B3.1 ANGO has a gender equality policy and incorporates gender equality practices including contextual analysis of gender barriers, opportunities to enable inclusion, strategies to promote gender equality and targeted M&E.

#### **P24010124-1 Disability Inclusive Practices Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_44b6525d589a4274a5d2e753b60acf4a.pdf \(partnerhousing.org\)](#)

B 3.2 ANGO incorporates disability inclusive practices including contextual analysis of barriers for people with disability, opportunities to enable inclusion and targeted M&E.

#### **P24010125-1 Environmental Impact Policies & Procedures**

Policies&ProceduresLink [e6c2f3\\_c464d0a090c44e2aa78bd770bec957a5.pdf \(partnerhousing.org\)](#)

B3.3 ANGO has a policy and practices in place to assess and mitigate environmental impact where appropriate.

#### P24010126-1 Displacement and Resettlement Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_d0e4d13ef4234442bbcff3791baa29b5.pdf \(partnerhousing.org\)](#)

B3.4 Where relevant to its operations, the ANGO demonstrates compliance with DFAT's Displacement and Resettlement policy.

#### P24010127-1 Sustainability Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_9dc957aa351a4555af026e8da8e2c2ab.pdf \(partnerhousing.org\)](#)

B 3.5 ANGO can demonstrate approaches that will enhance sustainability.

#### P24010128-1 Monitoring, Evaluation & Learning Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_d7be47355f7042b5ae0e929132efb859.pdf \(partnerhousing.org\)](#)

B 4.1 ANGO undertakes regular monitoring of initiatives/programs, analysing information to assess progress and constraints.

B 4.2 ANGO is able to collect and report data to meet DFAT and other stakeholder requirements including the ANCP, in a timely manner.

B 4.3 ANGO conducts activity evaluations commensurate with activity size assessing results and effectiveness.

#### P24010131-1 Partnerships and Collaboration Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_5d069cd35e244c2e83c9e95a8f38b9cf.pdf \(partnerhousing.org\)](#)

C1.1 ANGO and its implementing partners have authority to work in the countries where they work (through partnership agreements with Government, partnerships with local partners, or license to operate etc.)

C1.2 ANGO has documented arrangements with partners.

C1.3 DFAT contractual obligations are reflected in partner agreements that relate to DFAT funding.

C1.4 ANGO can demonstrate that its partnership agreements are understood and accepted by its partners.

C2.1 ANGO undertakes formal due diligence on all new partners.

C2.2 ANGO regularly assesses the capacity of its implementing partners including financial management, safeguarding practices and operational performance.

C2.3 ANGO ensures its implementing partners can differentiate between development activities and non-development activities.

C3.1 ANGO has taken the capacity of implementing partners into account in program design and delivery.

C3.2 ANGO monitors and responds to the performance of its implementing partners, including implementation of policy requirements.

C3.3 ANGO enables partners to provide feedback, raise complaints and receive a response through an effective, accessible and safe process.

#### P24010141-1 Communications Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_4fc420515d7948859e7faebc99b440af.pdf \(partnerhousing.org\)](#)

D1.1 ANGO acknowledges and attributes the Australian identity and the support of the Australian Government, both in Australia and overseas.

D2.1 ANGO and its partners share accurate, timely and accessible information with its stakeholders, including primary stakeholders.

D2.2 There is consistency between ANGO's activities and its promotional material.

D2.3 ANGO's promotional material respects the dignity, values, history, religion and culture of the people with whom it works.

#### P24010151-1 Funding Management Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_6184b830ffde4033b967eb1f3cc6aac5.pdf \(partnerhousing.org\)](#)

E1.1 ANGO has documented policies and procedures to account for funding.

#### P24010152-1 General Ledger and Project Ledgers Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_9e0ce7cb418f4b0eb2673588e59286fc.pdf \(partnerhousing.org\)](#)

E1.2 ANGO has financial systems controlling general ledger and project ledgers.

#### P24010153-1 Financial Control, Authorisations, Auditing Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_80f427826a934f61b3eefcd30207190a.pdf \(partnerhousing.org\)](#)

E1.3 ANGO has documented delegation and authorisation levels for personnel, including cheque signatories.

E1.4 ANGO has a clear segregation of duties between procurement, authorisation of supplier invoices and the authorisation of payment.

E1.5 ANGO produces audited financial statements.

E1.6 ANGO has appropriate procedures and practices to control funds sent overseas.

E1.7 ANGO has the financial human resource capacity to effectively manage its commitments and obligations to DFAT.

E1.8 ANGO has the absorptive capacity to meet matching ratio requirements to effectively program and manage the level of ANCP funding provided or anticipated in the next FY.

E2.1 ANGO's financial systems provide the necessary detail to effectively monitor expenditure in a timely manner.

#### P24010154-1 Partner Financial Risk Management Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_d3d43f0ce469481b97961914d5f50ee1.pdf \(partnerhousing.org\)](#)

E2.2 ANGO undertakes regular assessment of the financial and risk management systems and capacity of implementing partners (fiduciary assessment) before contracting.

E2.3 ANGO regularly receives and reviews project acquittals from implementing partners.

E2.4 ANGO monitors and responds to the financial management performance of its implementing partners.

E2.5 ANGO assesses that implementing partners have practices in place to facilitate the prevention, detection and investigation of fraud.

#### P24010155-1 Financial Risk Management Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_50048095cc864fe2812c3a8a9c76132e.pdf \(partnerhousing.org\)](#)

E3.1 The ANGO conducts assessments of financial risks particular to its operating context.

E3.2 The ANGO provides regular financial reports and financial risk reports to its governing body.

E3.3 The ANGO undertakes periodic assessments of financial risk of its implementing partners.

E3.4 The ANGO has documented agreements with implementing partners for the management and use of funds.

E3.5 The ANGO has a foreign currency exchange policy for limiting rate movement exposure.

#### P24010156-1 Insurance Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_6d4e8b4d1d67447e82c487b0121c4f06.pdf \(partnerhousing.org\)](#)

E3.6 The ANGO has appropriate insurance policies (e.g., public liability).

#### P24010157-1 Fraud and Corruption Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_1fc28781be73488192d6711dfce70dd3.pdf \(partnerhousing.org\)](#)

E3.7 The ANGO has policies, systems and practices in place to facilitate the prevention, detection and investigation of fraud and the prevention of corruption.

#### P24010158-1 Prevention of Terrorism Financing Policies & Procedures

Policies&ProceduresLink [e6c2f3\\_8d5e0ab28a2643ffb67d7e7f8fb993a8.pdf \(partnerhousing.org\)](#)

E3.8 ANGO has a policy to prevent terrorism financing.

E3.9 ANGO has systems and processes in place to verify that it and its implementing partners undertake terrorism screening (frequency should be commensurate with the risk context).

E3.10 ANGO has systems to support implementing partners have necessary controls in place to prevent terrorism financing.

E3.11 ANGO has appropriate risk management systems in place to prevent funds going directly or indirectly to individuals or organisations associated with terrorism.

## Additional Roles and Responsibilities for Certain Directors

<p><b>Code of Conduct &amp; Training Officer</b></p> <p>The Code of Conduct &amp; Training Manager shall –</p> <ul style="list-style-type: none"><li>• Monitor, evaluate, and report to the President on all matters associated with the development and implementation of privacy, child protection, gender, diversity, inclusion, disability, sexual misconduct, harassment, incident reporting, whistle blowing, environmental protection and other Code of Conduct commitments, as per policies and procedures.</li><li>• Report directly to the Board on all matters associated with the implementation of privacy, child protection, gender, diversity, inclusion, disability, sexual misconduct, harassment, incident reporting, whistle blowing, environmental protection and other Code of Conduct commitments. To facilitate this reporting, the Code of Conduct &amp; Training Manager may also serve as a Board Director, if so elected by an AGM or EGM.</li><li>• Facilitate the development and delivery of Code of Conduct training programs to Directors, Managers, Volunteers and Partner Organisation representatives.</li><li>• Facilitate the development and delivery of Building Skills and Governance training programs to Directors, Managers, Volunteers and Partner Organisation representatives.</li></ul> <p>The Code of Conduct &amp; Training Manager shall have appropriate professional qualifications and appropriate experience in the management of privacy, child protection, gender, diversity, inclusion, disability, sexual misconduct, harassment, incident reporting, whistle blowing, and environmental protection commitments.</p> <p>The Code of Conduct &amp; Training Manager shall report to, and receive direction from, the CEO.</p> <p>The Code of Conduct &amp; Training Manager shall execute the following ....</p>
<p><i>Authorities</i></p> <p>The Code of Conduct &amp; Training Manager has authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary for their execution in accordance with the “Constitution &amp; Code of Conduct” and “Policies and Procedures”.</p> <p>Execute minor expenditure up to AUD \$ 1,000 per annum, subject to obtaining subsequent Board endorsement at the next Board meeting.</p>
<p><i>Responsibilities</i></p> <ul style="list-style-type: none"><li>• Assume delegated responsibility to monitor, evaluate and make recommendations to the CEO and to the Board on policies to do with privacy, child protection, gender, diversity, inclusion, disability, sexual misconduct, harassment, incident reporting, whistle blowing, environmental protection and other Code of Conduct matters.</li><li>• Facilitate the development and delivery of training of key personnel of Partner Housing Australasia and Partner Organisations on privacy, child protection, gender, diversity, inclusion, disability, sexual misconduct, harassment, incident reporting, whistle blowing, environmental protection and other Code of Conduct matters.</li><li>• Facilitate the development and delivery of technical and professional skills training for – cyclone, earthquake, and tsunami resilience in the South Pacific village buildings; clean water supplies and hygienic sanitation in the South Pacific villages; a viable general Building Skills Training Program;</li><li>• In conjunction with the CEO, engage and commission qualified and experienced trainers to mentor, train and brief key personnel of Partner Housing Australasia and Partner Organisations in the above-mentioned training programs.</li></ul>



### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- i. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- ii. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- iii. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- iv. Ensure that another adult is present when working in the proximity of children;
- v. Do not invite children into the home;
- vi. Do not sleep anywhere near children;
- vii. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- viii. Do not have any physical contact, or carry out any punishment or discipline of children;
- ix. Do not hire children for domestic or other labour;
- x. Do not supply or provide drugs or alcohol to children;
- xi. Do not make gifts to children;
- xii. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xiii. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- i. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- ii. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- iii. Ensure images are honest representations of the context and the facts;
- iv. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.

## **Professional Services Manager**

The Professional Services Manager shall facilitate the activities of Partner Housing Australasia, including the execution of particular professional services projects.

The Professional Services Manager shall have appropriate professional qualifications and experience. Qualification as a Professional Engineer, as defined in the Australian National Construction Code, is deemed to meet this requirement.

In this role, the Professional Services Manager may be assisted by the CEO.

The Professional Services Manager shall report to, and receive direction from, the CEO.

The Professional Services Manager shall execute the following ....

### *Authorities*

Unless specifically instructed in writing to the contrary, the Professional Services Manager has authority to carry out each of the activities listed under “Responsibilities”, to the extent necessary to ensure their execution in accordance with the “Constitution & Code of Conduct” and “Policies and Procedures”.

Act as the contact with ACFID, negotiate and complete returns necessary to maintain ACFID membership.

Act as the contact with DFAT, negotiate with DFAT regarding the ANCP requirements and Partner Housing Australasia responses. Recommend changes to the documentation and practices of the organisation, as set out in the “Constitution & Code of Conduct” and “Policies and Procedures”, as may be appropriate to achieving ANCP accreditation. Facilitate the steps necessary to achieve ANCP accreditation. Manage ACFID and DFAT log-in details, passwords, relevant documents, records and the like. Reference:

<https://dfat.gov.au/AID/WHO-WE-WORK-WITH/NGOS/ANCP/Pages/australian-ngo-cooperation-program.aspx>

Negotiate with Professionals and Partner Organisations on behalf of Partner Housing Australasia (in consultation with the CEO).

Assign, monitor and accept professional services work.

Prepare professional services briefs on behalf of Partner Housing Australasia.

Execute expenditure previously approved by the Board.

Execute minor expenditure up to AUD \$ 1,000 per annum, subject to obtaining subsequent Board endorsement at the next Board meeting.

### *Responsibilities*

In consultation with the CEO, negotiate and complete returns necessary to maintain ACFID membership.

In consultation with the CEO, negotiate and complete returns necessary to achieve and maintain ANCP accreditation.

Secure pro-bono professional service assignments.

Maintain a register of professionals who are prepared to offer Partner Housing Australasia pro-bono assistance.

Engage, brief and coordinate pro-bono professional service providers, volunteer Professional Engineers, Architects and Builders with experience in the design and construction of village housing and infrastructure (including provision for gender and disabilities) for the execution of design and documentation.

Promote the use of the standard Technical Packages, such as the DANCER Building System.

If large architectural projects are undertaken, establish and manage a Design Review Panel consisting of an Architect, a Structural Engineer and a Builder, whose role is to assess the balance between aesthetics, safety and cost of buildings designed for projects whose value exceeds AUD \$ 100,000.

Provide technical assistance to other Volunteers.

Provide technical assistance to other NGOs.

Maintain a copy of all design documents records associated with the projects.

#### Deputy to the Chief Executive Officer

In the prolonged absence of the Chief Executive Officer (e.g., in excess of three months, or as directed by the Board), the Professional Services Manager shall assume the responsibilities of the Chief Executive Officer. The CEO may also delegate specific functions to the Resource Development Manager.

- Ensure that Partner Housing Australasia continues to deliver its stated services, in accordance with the "Constitution & Code of Conduct" and "Policies and Procedures". This includes conduct of the annual Audit and Risk committee, and, where appropriate, liaison with and Regional Managers, Volunteers and Partner Organisations.
- Ensure that Partner Housing Australasia takes every reasonable opportunity to expand its services, within the parameters set in the "Constitution & Code of Conduct" and "Policies and Procedures". This includes recruiting new Volunteers, Partner Organisations and Donors as appropriate.

#### ACSE

- The Professional Services Manager shall attend a number of ACSE [Association of Consulting Structural Engineers (NSW)] events on behalf of Partner Housing Australasia to provide them with regular feedback.
- The Professional Services Manager shall maintain close contact with the ACSE President and Events Manager, and keep them informed as to which events Partner Housing Australasia will attend.

Note: Partner Housing Australasia enjoys the services of a number of structural consultants (see separate list) and the status as the "charity partner" of the ACSE (NSW). There are two important ways in which we can ensure that this resource is properly used and continues to be available.

1. Partner Housing Australasia may commission volunteers to do pro bono work, not big jobs but lots of small jobs spread over a number of consultants. This is the role of the Professional Services Manager ... to manage the allocation of consulting assignments.
2. Partner Housing Australasia should maintain our presence with ACSE as their "charity partner". We should regularly attend ACSE functions and (briefly) report to them what we are doing.

#### Consult Australia

The Professional Service Manager shall maintain close contact with the Consult Australia CEO.

#### Code-of-Conduct, Training, and Child Protection

Undertake training in the policies, procedures and code-of-conduct, including child protection provisions.

Adhere to requirements for stakeholder consultation, including child protection provisions.

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT.

#### Summary of Child Protection Requirements

Do not have any interaction with village children while engaged in implementing the development program, except as specified under the requirements for stakeholder consultation, including (if applicable) child protection research required by DFAT. In such interactions –

- xiv. Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;

- xv. Do not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- xvi. Do not engage children in any form of sexual activity or acts, including paying for sexual services or acts, where under the law(s) applicable, the child is below the age of consent or the act(s) are an offence under relevant laws;
- xvii. Ensure that another adult is present when working in the proximity of children;
- xviii. Do not invite children into the home;
- xix. Do not sleep anywhere near children;
- xx. Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also ‘Use of children’s images for work related purposes’);
- xxi. Do not have any physical contact, or carry out any punishment or discipline of children;
- xxii. Do not hire children for domestic or other labour;
- xxiii. Do not supply or provide drugs or alcohol to children;
- xxiv. Do not make gifts to children;
- xxv. Comply with all relevant Australian and local legislation, including labour laws in relation to child labour;
- xxvi. Immediately report suspected or allegations of child abuse, in accordance with Procedures.

If for some legitimate reason, approved by the Board, photographs are necessary, ensure that –

- v. Before photographing or filming, assess and comply with local traditions or restrictions for reproducing personal images, obtain informed consent from the child and a parent or guardian of the child, and explain how the photograph or film will be used;
- vi. Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner, and children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- vii. Ensure images are honest representations of the context and the facts;
- viii. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Details are available in policy documents, including “P24010111-1 Governance Policies & Procedures”.