

PARTNERSHIP COMMITMENT POLICY

ORGANISATION:	Kokoda Track Foundation
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PARTNERSHIPS AT KTF:

KTF is committed to working in partnership in the effective delivery of its international aid and development programs. KTF believes that by working together in partnership we are able to achieve greater development outcomes and long lasting and sustainable change.

KTF defines its implementing partnerships in three different ways:

- a) financial implementation partner – where a financial transaction occurs between KTF and an in-country financial implementation partner (organisation, person or body) to carry out a KTF project as agreed by both parties in a contractual agreement and Memorandum of Understanding.
- b) co-delivery implementation partner – where an organisation, person or body (or multiple organisations, people or bodies) come together to co-deliver a project, each contributing finances and/or in-kind contributions such as staffing, resources or intellectual property, and with clearly defined roles and responsibilities, as outlined and agreed to by way of Memorandum of Understanding.
- c) collaboration partner – where KTF collaborates with an organization, person or body via sharing of ideas, intelligence, monitoring and evaluation outcomes, and project design tools. There is no financial or contractual agreement between the partners.

PARTNERSHIPS POLICY:

KTF is committed to working with all partners in a mutually accountable and respectful framework in order to achieve agreed outcomes for the people of PNG. Regardless of the type of partnership KTF enters into, KTF understands partnerships as ‘mutually empowering relationships’ and is committed to providing a platform of respect and mutual growth and development to all partners. KTF ensures that each implementing partner has shared values and practices effective communication to ensure transparency, responsibility and accountability between partners.

PARTNERSHIP PRINCIPLES:

KTF has adopted Oxfam’s guiding six partnership principles, each resonating with KTF’s approach toward forming, executing and evaluating crucial partnerships. The six principles are:

1. Shared vision and values
2. Complementarity of purpose and value added
3. Autonomy and independence
4. Transparency and mutual accountability
5. Clarity on roles and responsibilities
6. Commitment to joint learning

SHARED VISION AND VALUES:

Partnerships between KTF and other organisations are built on shared vision and values, ensuring that all parties are working to improve the lives, livelihoods and futures of Papua New Guineans. Such vision that must be shared between partners extends to all Papua New Guineans having equal access to education and health, women being free from gender-based violence, communities enabled to access basic solar infrastructure, empowering the next generation of leaders and people being able to access basic human rights. KTF seeks out partners who also share its values of: Integrity, Perseverance, Compassion, Ingenuity and Mateship.

COMPLEMENTARITY OF PURPOSE AND VALUE ADDED:

Each partner has a diverse set of skills, resources, knowledge and experience. When considering partnerships, it is important for KTF to consider the value that such organisations can contribute to the project short term outputs and longer-term outcomes. When partnering, KTF must ensure that such value is communicated through effective facilitation in order to ensure that partner contribution is always acknowledged, respected, valued and seen as complimentary to the overall objectives of the project. Open dialogue is vital between parties when establishing the value add component of each party and defining roles and responsibilities.

AUTONOMY AND INDEPENDENCE:

Whilst KTF has the utmost respect for partner organisations institutional integrity and autonomy, it is important to consider the contextual difficulties that exist in Papua New Guinea. As such, KTF operates two main partnership delivery approaches – financial and co-delivery. Due to systemic fraud and corruption in PNG, KTF may choose to partner with organisations using a preferential co-delivery model – a partnership where no financial transaction occurs between partner organisations. In such situations of partnership, KTF commits to offering capacity strengthening to all partners, especially capacity strengthening focused on building financial resilience and strong financial systems. In the case of co-delivery partnerships, KTF is responsible for the management of its finances and financial controls and agrees to cover project budget expenses to their end point of delivery.

KTF respects that partner organisations will continue to operate independently of KTF with regular reporting avenues put into place at the formation of partnerships, allowing autonomy and independence, however at the same time facilitating transparency and accountability.

TRANSPARENT AND MUTUAL ACCOUNTABILITY:

KTF and partner organisations have numerous accountabilities to key stakeholders and donor organisations to consider. Such accountabilities include financial accountability and demonstrating impact. KTF commits to the following activities in every partnership:

- Sharing of KTF's financial controls policy, value for money policy and all financial procedural documentation;
- Strengthening of partner's financial systems in collaboration with partner's management / leadership in line with KTF's Assessment of Partner Financial Capacity & Systems Procedures;
- Strengthening of monitoring and evaluation processes within partner organisations in collaboration with partner's management / leadership;
- Facilitating pathways for partners to provide feedback on performance, the partnership and key stakeholders involved in the project.

As an NGO, often working with other NGO partners of Government bodies, we have the utmost highest standards of financial accountability. KTF must provide acquittals and financial information for auditing purposes to project donors, annual auditors (KPMG), DFAT, ACNC and ACFID.

CLARITY ON ROLES AND RESPONSIBILITIES:

The foundation of every partnership with KTF is a mutually agreed Memorandum of Understanding that all parties have partaken in the design and development of. Each agreement clearly outlines partner roles and responsibilities, outlines each partner's accountabilities and commitments, and clearly demonstrates the nature of these partnership principles. KTF understands that scope of work can change during agreed timeframes and will always facilitate opportunity for partners to communicate changes and challenges, as well as successes throughout any reporting period. This is particularly relevant when establishing clarity on partner and stakeholder roles and responsibilities.

COMMITMENT TO JOINT LEARNING:

KTF recognises that every partnership provides an opportunity for peer learning amongst partner organisations. As such, KTF is committed to providing learning and development opportunities at every stage of the partnership which will be clearly communicated to all partners. KTF will facilitate pathways for partners to knowledge share, teach and guide KTF staff, board and volunteers on best practice and specific partner ways of working.

POLICY COMMITMENTS:

KTF will:

- Assess all potential new partners using KTF's Partnership Capacity Assessment Tool;
- Formalise relations with partners via Memorandums of Understanding, clearly identifying roles and responsibilities in a mutually accountable and respectful manner;
- Develop a Partner Capacity Action Plan for the partner, wherever possible, supporting them to strengthen their systems and procedures to ensure they meet national and international good practice standards;
- Ensure partner contributions and mutually agreed outcomes are adequately documented and monitored;
- Ensure that partners comply with relevant policy requirements and PNG laws;
- Only enter partnerships that are compatible with local cultural needs and values and which are aligned with KTF's purpose and values;
- Ensure that roles, responsibilities and project activities are reviewed, reported and adapted as the partnership evolves;
- Ensure that written agreements with partners explain clearly how partners will be held financial accountable, consistent with KTF's contractual obligations to donors. Ensure written agreements states that partners are responsible for ensuring their subcontractors also comply with these obligations, at a minimum:
 - Processes to prevent transmission of funds to individuals or organisations associated with terrorism and money laundering;
 - Procedures to minimize the potential for fraud and corruption;
 - Screening procedures to protect children.
- Before entering into a partnership, KTF will undertake, via its Partner Capacity Assessment Tool, adequate research to be confident that the potential partner and key personnel and suppliers:
 - Has the capacity required to meet the partnership obligations and implement project activities;
 - Shares KTF's objectives and understands KTF's purpose, goals and values;
 - Has an accountable organizational structure and financially transparent;
 - Is open to being monitored and will be responsive to recommendations throughout the course of the partnership;
 - Does not discriminate on the basis of age, gender, religion, sexual orientation, ethnicity, disability or political affiliation;
 - Will not use KTF funds, resources or project status to engage in evangelising or proselytizing, or for political purposes;
 - Has sufficient human and financial (where relevant) resources to achieve desired partnership outcomes;
 - Is accountable to primary stakeholders, communities and donors;

- Is not on the Australian Department of Foreign Affairs & Trade Consolidated List; Australian National Security Australia listed terrorist organisations, the Asian Development Bank's Sanction List and World Bank Listing of Ineligible Firms and Individuals.

DISPUTE RESOLUTION:

KTF always seeks to resolve difficulties, grievances, and complaints in a prompt, impartial and just manner. We endeavour to do this always in our partnerships and to ensure that we have an open and accessible dispute resolution process. Via the process of resolving disputes and complaints, KTF seeks to improve the quality of its work, enhance the trust and confidence of stakeholders, identify areas of work that need to be improved, and ensure that KTF learns from the feedback provided through this process.

KTF's Complaints Handling Process is to be introduced to each Partner during the MOU signing stage and regularly monitored throughout the partnership. The Complaints Handling Policy outlines the expectations for fair, efficient and honest handling of complaints and seeking a resolution quickly.

PROCEDURES:

Once a project has been identified that will be delivered in partnership, and KTF's partnership principles and policy commitments considered, KTF will examine the operating landscape to source relevant and effective potential partners. KTF will engage with potential partners in consultation, needs assessment, situational analysis, and project design. KTF will carry out its Partner Capacity Assessment on all potential partners regardless of whether the partner contribution is of a financial, in-kind or co-delivery nature to determine whether the partner has a relevant track-record and meets the requirements as outlined in KTF's partnership principles as well as requirements set by KTF's governing and reporting bodies such as DFAT, ACNC and ACFID.

Once a partner is approved by the Programs, Monitoring & Evaluation Committee, a Memorandum of Understanding will be drafted and a dialogue entered around expectations, partnership principles, commitments and outcomes will be held with the partner who will have opportunity to enhance and provide feedback into the agreement.

Once the MOU has been signed by all partners, the partnership will move forward with project planning, implementation and monitoring and evaluation. A Partner Capacity Action Plan will be designed in close consultation with the partner, identifying areas for capacity development, support and capacity resourcing.

KTF's Partner Review Tool will be used to regularly review various components of the partnership including adherence to partnership principles, adherence to roles and responsibilities, tracking towards outputs and outcomes, and commitment to financial and in-kind project/program contribution.

See KTF Partnership Management Guidelines for more details on Partnership processes.

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