PARTNERSHIP ENGAGEMENT POLICY

This policy applies to:	All Hillsong Africa Foundation staff and partners
Date approved:	January 2023
Scheduled review date:	May 2025
Developed by:	HAF Operations
Approved by:	HAF Managing Director

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INTRODUCTION

Hillsong Africa Foundation (HAF) form partnerships with like minded community development and community partner organizations that are working to achieve the common goal, which is our mission *to help restore families and combat the cycles of poverty, addiction, abuse and violence in our Nation. Our approach is holistic and addresses body, mind and spirit in order to meet the needs of the whole person and whole family through our various programs. Everything we do builds our vision to* ***Build lives that will build the nation.***

HAF acknowledges that collaborative partnerships are essential to our mission and in responding to complex issues in development that are very challenging to combat alone. We place a high value in working with local community partners to engage with and empower communities to be active participants in their own development.

HAF is committed to fostering effective partnerships and using the unique perspective and strengths that we each bring to the partnership. We recognise our partners are the experts in their own complex communities, who should be the ones driving programming decisions. Together, by combining this expertise and by working collaboratively, we can contribute to fostering effective outcomes and impacts in the communities we support.

PURPOSE

The purpose of this document is to outline Hillsong Africa Foundation's commitment to effective partnership, the types of partner Organisations we engage and the standards we apply to these partners.

SCOPE

This policy applies to the following stakeholders:

- Hillsong Africa Foundation **Staff**
- Hillsong Africa Foundation **Partner Organisations**, including any organisation Hillsong Africa Foundation engages to deliver programs and services to Hillsong Africa Foundation beneficiaries.

Those who fall within the scope are required to read and adhere to the HAF Partnership Engagement Policy.

For the purposes of this policy a Partner Organisation does NOT include government departments or ministries that HAF collaborates with to implement program activities, food relief organisations or businesses with whom the transactions are purely financial.

Please note this policy is also not applicable to Donor/Supporter organisations or individuals.

RELATED POLICIES

Please also refer to these HAF policies:

- Child Protection Policy
- HAF Prevention of Sexual Exploitation, Abuse & Harassment Policy
- Complaints Handling Policy
- HAF Communications Policy

COMMITMENT

HAF is committed to high standards of professional conduct and accountability to all stakeholders. When engaging partners, HAF is committed to:

- Demonstrating a high standard of practice and conduct.
- Holding Partner Organisations to a high standard of conduct.
- Visiting potential Partners before engaging them to interact with HAF or HAF beneficiaries.
- Safeguarding beneficiaries, particularly in the areas of child protection and the prevention of sexual exploitation, abuse and harassment.

DEFINITIONS

Implementing Partner
An Organisation HAF engages, and may provide funding to, to deliver programs and services on behalf of HAF directly to beneficiaries. This partnership is subject to a signed HAF Partnership agreement. Excludes businesses with whom the transactions are purely financial.

Partner Organisation / "Friend of HAF"
An organisation that is not a government body and may be not-for-profit or for-profit, engaged to achieve shared vision and outcomes and provide services and/or access to community beneficiaries, particularly for referrals of beneficiaries to receive services that will contribute to beneficiary outcomes and HAF objectives and mission. Excludes businesses with whom the transactions are purely financial.

While Partner organisations are not subject to HAF's Partnership agreement, HAF is committed to advocating for the safeguarding of HAF beneficiaries and ongoing collaboration and joint learning and improvement.

Donor / Supporter
An individual or Organisation providing funding or support to HAF that does not involve engagement with HAF beneficiaries for the purposes of providing HAF services.

Government Organisation
A national, provincial or local level government body.
While Government organisations are not subject to HAF's Partnership Policy, HAF is committed to advocating for the safeguarding of HAF beneficiaries and ongoing collaboration and joint learning and improvement.

PARTNERSHIP VALUES

HAF is committed to fostering a positive culture that creates safe, caring and productive environments for all of our stakeholders and to enable this we focus on the following shared values in our partnerships.

- **Purpose** - we are focused on a common purpose, values and beliefs. We share a positive outlook and common vision and goals.
- **Respect** - we practice respect for each other. We are respectful of every partner, their contribution and their equality. We value different perspectives, engage in respectful conversations by listening and asking questions and we aim to create a respectful environment by providing a safe place to learn / fail / excel / express / submit / request help and exercise personal responsibility.
- **Integrity** - we promote integrity in all aspects of our relationships. We will demonstrate integrity through open and honest communication, confidentiality and character development.
- **Encouragement** - we believe in developing an encouraging environment that is relational, friendly, considerate and seeks understanding.
- **Empowerment** - we seek to empower partners through being interdependent and supportive. With our partners, we are a team of competent individuals who achieve more by working together, not independently. We will be collaborative, and provide two-way opportunities for growth and will encourage innovation.
- **Responsibility** - we encourage responsibility through self-learning, reflection, self-awareness and personal development. By encouraging intrinsic motivation, growth and accountability, we recognise that we are responsible to others for the activities we do and our conduct as individuals, partners and as an organisation. We each take responsibility for our own personal conduct, activities and interactions with others. We believe that self-accountability is holding ourselves accountable, so that others don't have to.
- **Excellence** - we value excellence as seeking the best results with the available resources. We will seek to promote professionalism whilst being grounded and flexible/adaptive. Feedback loops will be implemented to monitor and maintain our high standards that will be effectively communicated through the free flow of information, aiming to always provide clarity in uncertainty. We aim to make the best decisions, in a timely manner, with the limited information in our uncertain environment.

PARTNER CRITERIA & STANDARDS

Organisations seeking to partner with HAF are required to meet the following criteria and standards:

1. Aligned vision and mission
2. Good development practice
3. Adequate organisational capacity
4. Adequate governance structures
5. Appropriate financial systems in place
6. Commitment to safeguarding children (including prioritising family-based care) and vulnerable people
7. Commitment to a strong partnership with HAF

SAFEGUARDING
When offering services to, partnering with, or working with other organisations, HAF will require assurance that good practice child/client protection policies are in place.

In such cases that partner organisations do not have a child protection policy in place, HAF will require partner organisations to adhere to HAF policies.

PARTNERSHIP SCREENING & APPROVAL

Onboarding of **All Partners** includes the following:

- Relationship building / expression of interest in partnership
    - Enquiry and discussion re. HAF's partnership processes and standards
    - HAF prioritises building relationships and communicating directly with partners. Intentional conversations are built into the onboarding process to foster relationships and build rapport. We also begin to discuss different ways the partnership could be established.

Onboarding and screening of **Implementing Partnerships** are approved after undergoing an onboarding process in close collaboration between HAF staff and members of the implementing partner organisations.

- Organisational screening
    - Governance structures
    - Legal registration
    - Staffing structures and management
    - Safeguarding policies, procedures and risk management (including Child Safeguarding and Prevention of Sexual Exploitation and Abuse)
    - Risk management
    - Financial management and internal controls
- Partner Capacity Assessment
    - Mission and Vision alignment
    - Key development principles
    - Monitoring and evaluation
- Sharing the Partnership Agreement template for reference and discussion or amendment as needed.
- Meetings and discussion re. proposed nature of the partnership

HAF Managing Director assesses the above information and HAF Senior management approves new implementing partnerships.

PARTNERSHIP AGREEMENTS

An Agreement will be signed between HAF and approved **Implementing Partner Organisations.** Refer to Appendix A. *Partnership Agreement template*. Agreements should be for a maximum duration of three years and reviewed at the end of this period for potential renewal.

The Partnership Agreement includes the following:

- Commitment to HAF Partnership shared values
- HAF roles and responsibilities
- Partner roles and responsibilities, including:
    - Maintaining regular and open communication
    - Monitoring and review
    - Acknowledgement of Partners in relevant communications
- Partner commitment to HAF policy including:
    - HAF Child Safeguarding Policy,

- HAF Prevention of Sexual Exploitation, Abuse & Harassment Policy
- HAF Communications Policy
- HAF Partnership Engagement Policy
- HAF Complaints Handling Policy

The Partnership Agreement also outlines how complaints are able to be made about HAF or the Partner in line with HAF's Complaints Handling Policy.

Breach of the Partnership Agreement, including breach of HAF key policies, are to be reported and investigated in line with the relevant HAF policy.
For serious breaches, termination of the Partnership may result.

PARTNERSHIP ROLES & RESPONSIBILITIES

Clear roles and responsibilities are vital to healthy partnerships and are thoroughly discussed and agreed to during onboarding processes in a mutually accountable and respectful manner. The below table is used as a framework for these discussions.

	HAF	All Partner
ORGANISATIONAL ASSESSMENT		
Submitting required organisation information to HAF		☑
Reviewing the organisational information	☑	
PROJECT PROPOSAL		
Initial project concept, community consultation and project design		☑
Available to help in planning and implementing programs including community consultation and other research methods if required	☑	
PROJECT ACTIVITIES		
Project activities implementation and management		☑
Implementing and maintaining an appropriate project financial and administration systems		☑
COMPLIANCE		
Primary responsibility to maintaining strong Child Protection policies and procedures and responding appropriately to any reports or suspicion of abuse/harm		☑
Available to advise on compliance issues and systems	☑	
FINANCES		
Responsibility for fundraising		☑
MONITORING		
Being open to HAF monitoring and visits to the program		☑

Maintaining regular and open communication with HAF		☑
PROGRESS REPORTS		
Preparation of feedback reports or completion reports as requested		☑
Providing feedback and facilitating open discussions regarding feedback reports or other partnership discussions	☑	
GENERAL PROMOTION & DONOR REPORTING		
Primary responsibility for promotion and donor reporting		☑
Providing HAF with communication and promotional material on program updates, stories and testimonies where applicable		☑

The table below is only applicable to **Implementing Partners.**

	HAF	**Implementing Partner**
FINANCES		
Issuing tax-deductible receipts for donations sent directly to HAF	☑	
Providing statements and sending remittance to the field	☑	
MONITORING		
Monitoring and review of project	☑	☑

REVIEW

This Policy will be reviewed every **three years** by the Operations Director in collaboration with other stakeholders as required.

DECLARATION & COMMITMENT

I have read and understood the Hillsong Africa Foundation Partnership Engagement Policy and agree to comply with it and the associated values, procedures and responsibilities.

Signature: _____

Full name: _____

On behalf of: _____
(Partner Organisation Name)

Date: _____

Appendix A. EXAMPLE PARTNERSHIP AGREEMENT TEMPLATE

PARTNERSHIP AGREEMENT

Hillsong Africa Foundation

and

[NAME OF THIRD PARTY ORGANISATION]

THIS AGREEMENT is made on the of 20 .

PARTIES

[HILLSONG AFRICA FOUNDATION]
of [1 Kinetic Way, Century City, Cape Town, 7441]
("**HAF, We, Us or Our**")

[FULL LEGAL NAME OF THIRD PARTY]
of [address]
("**Implementing Partner (IP), You, or Your**")

Background

A HAF is a registered section 18A NPO, our mission *to help restore families and combat the cycles of poverty, addiction, abuse and violence in our Nation. Our approach is holistic and addresses body, mind and spirit in order to meet the needs of the whole person and whole family through our various programs. Everything we do builds our vision to* ***Build lives that will build the nation.***

B [Details of other party]

C The parties propose to collaborate on delivering [Project Name] (**the Program**).

D The parties commit to a collaboration based on mutual respect that recognises the unique perspectives and strengths that each party brings and characterised by a willingness to engage

in two-way learning, through open and transparent communication, in order to support one another in the Program.

E HAF's Approach to healthy partnerships is outlined in our Partnership Policy.

PURPOSE

F The purpose of this Partnership agreement is to

(i) establish a common framework of understanding in the management and implementation of the Program that complies with HAF guidelines and standards; and

(ii) ensure the Program:

(i) is delivered in a manner that ensures Resources reach the intended beneficiaries and are used for legitimate purposes; and

(ii) any vulnerable persons benefiting from or delivering the Program are protected.

G This MOU outlines the responsibilities and expectations of parties in the delivery of the Program.

Terms

1. The Objectives of the Program

(a) The objectives and activities of the Program are outlined.

(b) Any amendments to your Program need to be approved by HAF prior to directing Resources towards amended objectives and activities.

2. HAF key responsibilities

(a) HAF will be responsible for the HAF Program Compliance Activities.

(b) Where HAF accepts donations or gifts from third parties on the basis that such donations and gifts will be allocated to the Program (the "Program Allocated Funds"), HAF will ensure that those Program Allocated Funds are made available for the Program objectives and activities.

3. Implementing Partner key responsibilities

(a) Implementing Partner will be responsible for the Program Compliance Activities.

(b) Implementing Partner will be responsible for complying with the applicable HAF policies and guidelines, and for ensuring that Your staff, volunteers and donors are aware of the responsibilities associated with these documents as appropriate.

(c) Implementing Partner is responsible for the safety and security of all of Your personnel..

4. Use of Resources

(a) All Resources, including Program Allocated Funds, must be used to:

(i) further the objectives and activities of the Program;

(ii) benefit the participants and members of the target group in the Program.

(b) Resources may not:

(i) be used in a way that is inconsistent with the Objectives of the Program; or

(ii) be distributed to members or staff of your organisation, except where those payments specifically relate to the Program.

(c) Any Resources, including Program Allocated Funds, must only be disbursed in accordance with relevant laws including taxation, counter terrorism financing and anti-money laundering legislation.

(d) Should your organisation be dissolved or wound up, the balance of any HAF Program Allocated Funds held by you will be transferred back to HAF or reallocated by HAF to a similar community development program.

5. Controls and risk management

(a) You must implement reasonable controls and risk management processes to ensure that Resources (particularly funds) are not:

(i) stolen;

(ii) used for any purpose other than the objectives of the Program; or

(iii) inadvertently used to finance criminal activities including terrorism.

6. Monitoring and Evaluation

(a) You are responsible for submitting your progress reports, including financial reports of the Program Allocated Funds as discussed with HAF on acceptance of partnership agreement..

(b) If requested by HAF, You must permit HAF to monitor, evaluate and/or audit the Program and/or use of the Program Allocated Funds..

7. Use and storage of Equipment

(a) You must ensure any Equipment is:

(iv) only used to further the objectives of the Program;

(v) stored in a secure and safe location.

(e) You must establish and keep updated a Register of Equipment.

8. Whistleblowing and complaints handling

You must work with us to ensure:

(a) there is a clear, documented and published process:

(i) for employees, volunteers, others involved in delivery of the Program and participants and target group of the Program to raise concerns regarding misconduct or behaviour that is illegal, unethical, corrupt, non-compliance or failure to meet good practice;

(i) for participants or members of the Programs target group to raise a complaint regarding the Program;

(c) concerns and complaints raised are acknowledged and responded to in an appropriate and timely manner; and

(d) individuals who express concerns or make complaints under this clause are not adversely affected because a concern or complaint was raised by them or on their behalf.

9. Conflicts of interest

A Conflict of Interest is when someone has a conflict between their own interests and the Program's interests. This has the potential to result in decisions or actions that are not in the best interests of the Program.

(a) a) You must ensure that Your Board members, employees, volunteers or other third parties:

(i) understand when and how a perceived or actual Conflict of Interest may arise; and

(ii) are required to disclose any perceived or actual Conflict of Interest to You.

(e) You must take reasonable steps to manage Conflicts of Interest so that decisions relating to the Program are not affected by the Conflict of Interest.

10. Protection of vulnerable individuals

Vulnerable Individuals must be protected in the delivery of the Program. Vulnerable Individuals may include both participants in the Program and individuals assisting in the delivery of the Program. Vulnerable individuals include all children, as well as any individual who cannot take care of or protect themselves due to age, illness, trauma, disability or other disadvantages.

You must ensure that:

(a) the Program is delivered in a way that minimises the risk of harm to Vulnerable Individuals;

(b) thorough stakeholder analysis and other assessment activities, vulnerable individuals in your target communities are identified and strategies to ensure their participation and protection are implemented;

(b) concerns and complaints about suspected abuse of Vulnerable Individuals are received and responded to;

(c) the privacy of Vulnerable Individuals is respected and protected; and

(d) staff and volunteers working with Vulnerable Individuals have appropriate training and qualifications.

11. Child Safeguarding

(a) You are committed to child safeguarding and promoting the care, protection and wellbeing of children and agree to work to ensure your organisation is child safe.

(b) You agree to read, sign and adhere to the HAF Child Protection Policy and Procedures and to complete the child protection training and other requirements outlined in the HAF Child Protection Policy as relevant to your organisations level of risk. This includes ensuring that, if required, You have an approved and regularly reviewed Child Safeguarding/Protection Policy that is appropriate to Your organisation's level of risk and which addresses the following:

(i) development project planning and implementation;

(ii) use of images and personal information of children for fundraising and promotion purposes;

(iii) personnel recruitment and screening including staff, volunteers, consultants and suppliers in Africa.

(iv) all applicable legal obligations including mandatory police checks where available and appropriate for all stakeholders who have regular contact with children;

(v) behaviour codes of conduct;

(vi) education and regular training of staff and volunteers and communication of the policy to all stakeholders; and;

(vii) reporting procedures for any incidents, belief or suspicion of child abuse or concerns regarding the safety and wellbeing of a child.

(c) You agree to always take child protection reports seriously and immediately notify HAF of any incident, belief or suspicion of child abuse/exploitation, non-compliance with the Child Protection Policy or failure to safeguard a child; and any concerns regarding the safety or wellbeing of a child in accordance with the HAF Child Protection Policy.

12. Screening and background checks

The Parties must ensure that:

(i) all staff and volunteers involved in the delivery of the Program are appropriately screened and recruited to minimise the risk of: (screening may include reference checks, criminal record and child safety checks)

(i) harm to Vulnerable Individuals;

(ii) financial impropriety; and

(iii) perceived or actual Conflicts of Interest.

(ii) all required checks to work with Vulnerable Individuals are completed before staff and volunteers work with Vulnerable Individuals.

14. Confidentiality

We will not without Your prior written consent disclose to any third party any confidential information. This clause does not apply to information pertaining to illegal activities, legal disclosure or policy disclosure requirements.

(a) For the purposes of this Agreement, confidential information will include, but is not limited to, HAF's and IP's:

(i) Financial information and results;

(ii) Information about products and services (including future products and services);

(iii) Information about pricing or terms of trade;

(iv) Information about employees, donors, suppliers or customer;

(v) Information about and arising from contracts and arrangements entered into between our organizations and any other party (including donors, customers, suppliers, contractors, agents and directors);

(vi) Information about plans, strategies and forecasts; and

(vii) Other information designated as confidential by HAF or You.

(f) You agree and undertake that You will not, without HAF's prior written consent, disclose to any third party any confidential information acquired by You as a direct or indirect result of this Agreement at any time during the operation of this Agreement. This clause survives the termination of this Agreement.

(g) You agree that HAF can use appropriately de-identified information for the purpose of sharing case studies and lessons learnt.

15. Promotions

We are committed to conveying dignity and respect on the people and communities where we work.

(a) When promoting your project or organisation you agree to ensure the following:

(i) that images and messages of women and men, boys and girls will present them in a dignified, respectful manner, portraying them as equal partners in the development process;

(ii) that images and messages will honestly portray the diversity of local people and convey the context and complexity of the situations in which local people live;

(iii) appropriate verbal or written consent is gained in alignment with HAF's Communication Policy for the use of a person's image or story;

(iv) that care will be taken to ensure that the identification of or use of images of local people will not endanger the people they portray;

(v) that origins of any images used will be known and any necessary permissions, including copyright releases, be held; and

(vi) that all fundraising solicitations and publications must clearly state whether a project is an aid and development or non-development activity. Any publications or promotions that include references to both types of activities must clearly provide donors with the choice of contributing to one or the other.

(h) You are responsible for ensuring that your staff and volunteers comply with the above guidelines.

16. Record keeping and reporting

You agree to:

(b) Keep records for of:

(i) income and expenses in relation to the Program;

(ii) complaints or concerns raised by Board members, employees, volunteers and beneficiaries about the Program, as well as information about how those complaints or concerns are resolved;

(iii) Conflicts of Interest identified relating to the Program;

(iv) screening and background checks completed for the Program; and

(v) policies and procedures that relate to the Program.

(c) Provide Us with the following records and information relating to the Program:

(i) Program Progress Report and Financial Report;

(ii) details of any complaints or concerns raised and how those complaints or concerns were resolved for the previous year.

(d) Provide us with Immediate notification of:

(i) any breach of this Agreement;

(ii) any act or omission that could cause damage to Your reputation or Our reputation; and

(iii) any harm to Vulnerable Individuals, and with specific reference to children.

17. Dispute resolution

If a dispute arises that the Parties cannot resolve by negotiation, the Parties may attempt to resolve the dispute with the assistance of a mediator acceptable to both Parties.

18. Amendment

This Agreement may only be amended in writing signed by both Parties and may not be amended in any other manner.

19. Term

(a) This Agreement commences on the date it is last signed by all the Parties and ends on the earlier of:

(i) Three years (unless it is extended pursuant to clause 19(b) below);

(ii) termination by Us, if we consider that:

(A) the Program is not meeting the Objectives;

(B) there is a serious breach of this Agreement;

(C) there is a serious breach of relevant HAF policies.

(iii) the Parties both agreeing in writing to terminate the Agreement;

(iv) a Party giving ninety (90) days' notice to the other Party of the Party's intention to terminate the MOU; or

(v) either Party being wound up or deregistered.

(b) The term of this Agreement may be extended for a further three years if both Parties agree that the purpose of this Agreement is being achieved.

20. Relationship between the parties

(a) This Agreement is not intended to create and does not create a joint venture, legal partnership, employee, employer, agent or representative relationship between You and Us.

(b) Each Party must not represent itself, or allow its officers, employees, agents and subcontractors to represent themselves, as being an officer, employee, partner, agent or representative for the other party.

(c) You agree to indemnify HAF, its employees, agents and contractors ("those indemnified") from and against any loss or liability whatsoever suffered by those indemnified or arising from any claim, suit, demand, action or proceeding by any person against any of those indemnified where such loss or liability was caused or contributed to in any way by any wilfully wrongful, unlawful or negligent act or omission by You or any of Your personnel in connection with this agreement or the delivery of the Program.

21. Definitions

In this Agreement, unless the context suggests otherwise, the terms listed below have the following meanings:

Board members means members of a committee, board or other governing entity.

Child means an individual who is under the age of 18 years;

Conflict of Interest means an actual or perceived conflict between a person's interests and the interests of the Parties, including interests of a person's family, friends or other organisation they are involved in;

Equipment means all items provided to You by Us or purchased with **Resources** for the Program with a value over ZAR5,000 or listed in the Schedule.

Vulnerable Individual means:

(iv) a Child; or

(v) any individual who is or may be unable to take care of themselves, or is unable to protect themselves against harm or exploitation due to age, illness, trauma, disability or other disadvantage - or unable to protect themselves against harm or exploitation.

Resources means money, property, materials or other assets provided by Us or acquired with money provided by Us for the Program, including Program Allocated Funds.

EXECUTED BY HAF by its authorised officer:

Signature

Full name

Date

EXECUTED BY [OTHER PARTY] by its authorised officer:

Signature

Full name

Date