



Partner Housing Australasia (Building) Incorporated
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Web: 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.

Management of International Development Programs Policies and Procedures



Declaration – These policies and procedures have been approved by the Partner Housing Australasia (Building) Incorporated General Meeting of 3 April 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
P23040321	1	3 April 2023	Revision to align with Vision, Mission, Values & DFAT requirements

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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 that effectively and efficiently deliver improved resilience of village buildings, water supplies, sanitation, and the associated benefits to vulnerable people including women, girls, and people with disabilities.

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.

Partner Organisations are those bodies working with Partner Housing Australasia to implement the programs. For purposes of this document, they include (but are not limited to) Vision for Homes [PNG] and South Ranongga Community Association [SRCA]).

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.

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.

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.

Non-development activities include welfare, political and religious activities.

Political activities are defined as supporting a political party, candidate or organisation affiliated to a political party. Examples include NGO staff being involved in party political activities; using funds or resources to facilitate or support a specific political party, candidate, or party political organisation in a local, regional or general / national election; using funds or resources to facilitate or support independence or separatist movements; using funds or resources to facilitate or support a particular politician or faction to gain power within a government or within a political party structure.

Religious activities are defined as supporting or promoting a particular religion, including activities undertaken with the intention of converting individuals or groups from one faith and/or denomination to another. Activities that build up religious structures (including infrastructure, training, or organisational activities) are also considered religious activities, unless those structures are specifically designed to provide non-denominational development outcomes.

Welfare activities are defined as care and maintenance, which aims to maintain people in a particular condition on a longer-term basis. Substantial and broad impact on social and economic conditions in the community is not normally expected from welfare programs. Welfare may be provided to an individual or family basis including home-based and institutional care programs, such as those provided by orphanages, homes for the elderly, hospices and the provision of food for those who are destitute. Welfare activities are typically: implemented independently of other sustainable community development activities; include no strategy for integration into broader community development programs; provided on an individual or family basis, rather than on a community basis, and are unconnected to emergency needs; and implemented on a long-term basis with no clear exit strategy.

Policy

Partner Housing Australasia shall effectively and efficiently manage international programs to deliver improved cyclone, earthquake and tsunami resilience of village houses, clinics, schools and community buildings, clean village water supplies, hygienic sanitation, and the associated benefits to vulnerable people including women, girls, and people with disabilities.

B 1.1 Objectives in Governing Instrument and Strategic Plans

Partner Housing Australasia shall have clearly defined objectives in the governing instrument, which include development activities in developing countries. Partner Housing Australasia shall prepare and adopt Strategic Plans which reflect these objectives.

B 1.2 Track record of development activities

Since 2005, Partner Housing Australasia has worked with local communities, other NGOs, and governments to build safe and healthy villages in the Asia-Pacific region, offering four basic services –

- Pro-bono “Design and Help-Desk” Engineering Services to other NGOs and governments.
- Planning, financing, design, materials supply, supervision, monitoring, evaluation, mentoring, and training for village infrastructure (see below).
- Development of innovative village building systems with enhanced cyclone, earthquake, and tsunami resistance; and sustainable rural water supply and sanitation systems.
- Training programs for the design, construction and maintenance of improved village buildings, rural water supply and sanitation.

Since 2010, Partner Housing Australasia (in partnership with implementing Partner Organisations) has planned, financed, managed, designed, implemented, monitored, and evaluated infrastructure development programs in remote rural villages. The infrastructure constructed included community health buildings, schools, houses, water supply and reticulation, septic systems, and latrines.

Partner Housing Australasia shall continue these services, concentrating on the South Pacific, and shall maintain all relevant records of these development programs.

B 1.3 Differentiation between development activities and ‘non-development’ activities

Partner Housing Australasia and its implementing Partner Organisations undertake only development activities, and do not participate in non-development activities or advocacy. All funds and other resources, designated for the purpose of aid and development, will be used only for those purposes, and will not be used to promote religious adherence, to support a political party, or to promote a candidate or organisation affiliated to a particular party. Partner Housing Australasia shall make this distinction clear in all fundraising, programs, and other activities, in public communication, and in all reporting, including annual reports.

Partner Housing Australasia and implementing Partner Organisation shall ensure separation of fundraising from programs and other activities, in public communication and in reporting.

B 1.4 Response to past performance issues

Partner Housing Australasia is committed to providing a high quality of service and infrastructure, which is responsive to the needs of local communities and to funding agencies.

To achieve this, Partner Housing Australasia shall implement policies and procedures that facilitate the rapid consideration of reports, remediation of problems, and prevention of the recurrence of any performance failures, raised by local communities or funding agencies. This includes the operation of a comprehensive quality management system (consistent with the principles of ISO 9001, for incident reporting, remedial action, corrective action, management audit, review, and training) appropriate to an NGO constructing infrastructure in remote South Pacific villages.

B 2.1 Capacity and strategy to effectively program and manage DFAT grants

Partner Housing Australasia shall maintain its financial resources (for NGO contribution), professional skills, and professional capacity, at a level necessary to program and manage donor grants up to AUD \$ 300,000 per annum. These skills shall include program design, funding, engineering, and architectural design, detailing, procurement, construction management, governance, auditing, monitoring, evaluation, mentoring and training.

B 2.2 Documented approach to managing programs

Partner Housing Australasia is a specialised engineering, building, and project management organisation, working with Partner Organisations and communities, to enhance the lives of village residents by improving their buildings, water supplies and sanitation.

Our project management system reflects its nature as an NGO focused on the deployment of Volunteers with professional skills in infrastructure design and construction. Dating from 2010, Partner Housing Australasia has a documented track record of design and construction programs, currently in PNG and Solomon Islands, and previously in Cook Islands, Fiji, and Philippines.

Partner Housing Australasia shall continue to implement its documented project management procedures, for each stage of project design; appraisal; implementation (including infrastructure design, specification, procurement, and construction), monitoring; and evaluation.

Partner Housing Australasia conducts two programs (PNG Village Buildings and Solomon Islands Water and Sanitation). These two programs scheduled to run until mid-2028, and consist of a number of projects, which comprise the overall programs.

B 2.3 Contextual analysis

Partner Housing Australasia shall undertake contextual analysis including consideration of stakeholder perspectives, during the design phase of its programs. The program design and planning functions are informed by ongoing contextual and stakeholder considerations, refined over many years, and include considerations of the various stakeholders including partners, beneficiaries, and community members, and rely on face-to-face discussion and research of publicly available evidence. The resulting data shall be collated into two types of design documents –

- Partner Housing Australasia’s manual “Human Rights Considerations in South Pacific Village Buildings, Water Reticulation and Sanitation”; and
- Strategic Plans for each program (including, but not limited to PNG Village Buildings and Solomon Islands Village Water and Sanitation).

These documents provide structure and rigour for the analysis and design and are revised annually.

Design documentation includes contextual and stakeholder analysis, gender, vulnerable or marginalised groups, program logic, risk analysis and management, monitoring and evaluation, management, governance, finance, and sustainability.

B 2.4 Quality standards and DFAT requirements

Partner Housing Australasia is committed to the provision of high-quality professional services, improved village safety and living conditions, the ACFID Code of Conduct and the requirements of the DFAT ANCP scheme.

Partner Housing Australasia is also committed to basic quality management, consistent with those principles of ISO 9001 that are appropriate to a charitable NGO providing such services.

For each proposed program and project, Partner Housing Australasia shall undertake a systematic appraisal, and shall ensure that –

- Proposed programs and projects are consistent with Partner Housing Australasia’s overall development priorities and strategy;
- Proposed programs and projects reflect key development principles, such as inclusion, participation and sustainability;
- Implementing Partner Organisations have sufficient financial, labour and skills capacity and support;
- The proposed design, budget and implementation strategy are achievable.
- Proposed programs and projects comply with the Code-of-Conduct and safeguarding requirements; and
- Proposed programs and projects do not include welfare, evangelism, partisan political activities, support for organisations or individuals linked with child sex offences or terrorism.

Responsible Personnel

The person with overall responsibility for implementing this policy is the Chief Executive Officer (CEO), with delegated responsibility to the Regional Managers, Communications Manager and HR Manager.

Procedures

Review of these Policies and Procedures

The policies and procedures set out in this “Policies and Procedures” document shall be reviewed at each Annual General Meeting, as part of the scheduled general policy review.

Risk Analysis

The CEO shall implement the following –

- Ensure that the Partner Organisation Manager visits each current and proposed work site, conducts discussions with the village residents, and determines the factors that are likely to affect the risk resulting from the proposed project. This determination shall be emailed to the Partner Housing Australasia CEO and to the Regional Manager.
- Carry out thorough desk research into the potential risk resulting from the proposed and current projects.
- Based on the determination and desk research and the input from the Partner Organisations, prepare a Risk Analysis, considering both the direct and indirect actions of Partner Housing Australasia and the implementing Partner Organisation.
- Assess and prioritize the risk associated with each program and its component projects, and determine the appropriate mitigation actions (risk treatment).
- Record the Risk Analyses and the mitigation actions in the Strategic Plans appropriate to each program.

- Summarize the 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.

Objectives in Governing Instrument and Strategic Plans

The CEO shall prepare, and present to the Board, Strategic Plans which reflect these objectives of the Organisation.

Track record of development activities

The CEO shall report and maintain records of all development programs, and ensure that they are consistent with the Vision, Mission, and Values.

Differentiation between development activities and ‘non-development’ activities

The CEO shall ensure that Partner Housing Australasia does not involve itself in non-development activity and any funds and other resources designated for the purpose of This will be made clear in all fundraising, programs and other activities, in public communication and in all reporting including annual reports.

The Communications Manager shall ensure that the separation in fundraising, programs and other activities, in public communication and in reporting, that this extends to all partner and implementing organisations and is documented.

Response to past performance issues

The CEO shall ensure that Managers respond to past performance issues, by using the ISO 9001-based quality management system for the control of the programs and projects, including incident reporting, remedial action, corrective action, management audit, review, and training.

Capacity and strategy to effectively program and manage DFAT grants

The CEO shall ensure that the Organisation prepare a 10-Year Strategic Plan, which includes the maintenance of financial resources (for NGO contributions), professional skills, and professional capacity, at a level necessary to program and manage donor grants up to AUD \$ 300,000 per annum.

The HR Manager shall ensure that there are sufficient Volunteers available, with the professional skills suitable for program design, funding, engineering, and architectural design, detailing, procurement, construction management, governance, auditing, monitoring, evaluation, mentoring and training.

Documented approach to managing programs

The Regional Managers shall ensure implementation of the project management procedures, as set out in the MS Excel Workbook for Program Control, for each stage of project design; appraisal; implementation (including infrastructure design, specification, procurement, and construction), monitoring; and evaluation.

Programs

Partner Housing Australasia conducts two 5-year programs (PNG Village Buildings and Solomon Islands Water and Sanitation). These two programs will run until mid-2028, and consist of a number of smaller projects (Stages) which comprise the overall programs. The program design for these two programs (carried out in the many years ago) included detailed needs analysis, was considered and approved by the Board, is retained in the

permanent records and is available for inspection. The program design for any new programs shall include detailed needs analysis, shall be considered by the Board and shall be retained in the permanent records.

Partner Housing Australasia appraises proposals from Partner Organisations in detail, via site visits and exchange of emails probing the required expenditure, beneficiaries input and the like.

The Regional Manager shall monitor progress of each program through constant communications between Regional Managers (and, where appropriate Project Managers) and the Partner Organisation Manager. All such email communications are retained in the permanent records. The monitoring is reported to the Board in detail at each Quarterly Board Meeting.

The Regional Manager shall monitor update its evaluation of each program annually based on the most recent data available at the time. The program design, appraisal and needs analysis), implementation, monitoring and evaluations are set out in the Strategic Plans for each program, and updated annually.

Projects

For each project (each generally of approximately 12 month duration within the context of the 5-Year programs), Partner Housing Australasia steps through a project cycle based on construction industry stages including –

- project definition
- contextual analysis and needs analysis
- contract or MOU with beneficiary stakeholders
- contract or MOU with partner organisation
- design
- environmental impact analysis and report
- pricing
- ordering materials
- taking delivery of materials
- fabrication (including trial erection where appropriate)
- transport to site
- site construction
- commissioning
- hand-over, and routine maintenance.

Contextual analysis

The CEO shall undertake contextual analysis for each program and project, including –

- consideration of stakeholder perspectives, and
- consulting the “Human Rights Considerations in South Pacific Village Buildings, Water Reticulation and Sanitation” and DFAT Environment and Social Safeguard Policy for the Aid Program (January 2018),
- in the context of Strategic Plans for each program.

Consideration shall include contextual and stakeholder analysis, gender, vulnerable or marginalised groups, program logic, risk analysis and management, monitoring and evaluation, management, governance, finance, and sustainability.

Quality standards and DFAT requirements

The CEO and Regional Managers shall ensure that the Organisation adheres to the quality management system. For each proposed program and project, they shall ensure the following –

- Proposed programs and projects shall be checked for consistency with Partner Housing Australasia’s overall development priorities and strategy.
- Proposed programs and projects shall reflect key development principles, such as inclusion, participation and sustainability.
- Implementing Partner Organisations shall be required to confirm that they have sufficient financial, labour and skills capacity and support to complete the program on time and on budget.
- The proposed design, budget and implementation strategy for each project shall be scrutinised to ensure that it is achievable.
- Proposed programs and projects shall be checked against the Code-of-Conduct and safeguarding requirements.
- Proposed programs and projects do not include welfare, evangelism, partisan political activities, support for organisations or individuals linked with child sex offences or terrorism.

Quality Management

In addition to the general approach of ISO 9001, the following key elements of the ISO 9001 quality management program are paramount –

- Nonconformance Reporting, Incident Reporting, Improvement Requests etc.
- Remedial Action
- Corrective Action
- Management Review (Strategic Review)
- Management Auditing (in conjunction with ACFID reviews)
- Training.

Quarterly Board Meetings – Control of Governance, Finance and Operations

- (a) Partner Housing Australasia shall control the governance, finance, and operations through the quarterly Board Meetings.
- (b) Subject to the resolutions of the quarterly Board Meetings, the execution of the functions associated with governance, finance and operations shall be delegated to the Managers nominated in the “Policies and Procedures”.
- (c) These arrangements shall be reviewed and controlled by the Board, during the quarterly Board Meetings. In addition to ad hoc matters raised in response to specific unusual circumstances, the governance, finance, and operational functions shall be reviewed and controlled in accordance with an agreed schedule.
 - Mortgagor Nurture and Mortgage Redemption
 - Declarations of Interest
 - Quarterly Financial Report
 - Review of Governance, Administration and Project Management
 - Strategic Review
 - Financial Plan
 - Quality Management – Nonconformance Reporting.

- Orientation and Training
- Volunteer Visits to Partner Organisations
- Privacy
- Child Protection
- Anti-terrorism
- Non-development Activity
- Complaints Handling
- Workplace Health and Safety
- Other Code of Conduct Issues

Program and Project Control Workbook

Partner Housing Australasia operational managers shall maintain orderly records of the various processes used in establishing and managing programs. These processes include (but are not limited to) program design, appraisal, implementation, monitoring and evaluation.

Within the implementation process, a customised MS Excel Workbook may be used to facilitate and record the following six essential elements of an ISO 9001-based Quality Management system – Incident Reporting / Improvement Requests, Corrective Action and Preventive Action, Management Audit, Management Review and Training.

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. This includes consideration of all relevant records, including meeting minutes (which serve as a permanent record of potential, real or perceived conflict of interest) and the Conflict-of-Interest Register.
- 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.