



Partner Housing Australasia (Building) Incorporated
ABN 88 722 057 429 CFN: 15429
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.

Responsibilities, Authorities & Delegations



Basis

These policies and procedures set out the means of complying with the requirements of the “Constitution, Policies & Code of Conduct” of Partner Housing Australasia (Building) Incorporated.

Signed

Rod Johnston
President / CEO / Public Officer
Partner Housing Australasia (Building) Incorporated
Partner Housing Australasia – Responsibilities, Authorities & Delegations

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Revisions

P21010111-1a	1 February 2022
	Correction of minor typographical errors and minor modifications
	Change of name throughout to “Partner Housing Australasia”

Policies

5. Governing Body, Responsibilities, Authorities & Delegations

- (a) Partner Housing Australasia's governing body (herein referred to as the "Board") shall consist of Directors, elected by Members of the Organisation at an Annual General Meeting (except that it is permissible to appoint a Director from the membership to fill a casual vacancy).
- (b) Given that Partner Housing Australasia is an organisation whose Vision, Mission and Values reflect and promote voluntary probono service, all Directors (members of the Board) shall be prepared to assume voluntary management roles within the Organisation.
- (c) The Board (governing body) may delegate authority to staff or others, but may not delegate its overall responsibility.
- (d) Where authority is delegated, there shall be clearly defined lines of authority between the governing body and those granted the authority, set out in "Procedures".
- (e) The respective roles and responsibilities of the governing body, staff and management shall be clearly set out in "Procedures" and communicated to all concerned.

Procedures

Mode of Operations – Volunteer Arrangements

All work undertaken by Partner Housing Australasia shall be on a voluntary basis by unpaid Volunteers.

Partner Housing Australasia is a not-for-profit non-government organisation.

- The Operating Budget reflects the emphasis on voluntary work, thus maximizing the funds available for donation to Australian and Asia-Pacific building, water or sanitation projects.
- Where it is not practical for work to be undertaken efficiently on a voluntary basis, suitably qualified and experienced contractors may be engaged on a commercial basis.

Examples:

1. Where a licensed electrician is needed to install electrics on site, the first option is to engage a volunteer with the appropriate license. However, if no suitable volunteers can carry out the work in an efficient and timely manner, it is permissible to engage an electrical contractor.
 2. Where overseas 'Supervisors' are engaged for purposes of supervising construction work on projects under mentorship arrangements, such 'Supervisors' will receive a fair wage in local currency.
- The work shall be packaged into lots which are manageable by Volunteers, working reasonable hours appropriate to unpaid positions.

Examples:

It may be considered reasonable for a Volunteer to engage in productive hours up to (say) 100 hours per year before such work be delegated to several Volunteers. If a Volunteer offers to work longer on a voluntary basis, this offer should be accepted by the organisation gratefully.

1. Professional services - Architects and/or engineers could be asked to design specific projects.
 2. Regional and project management - Volunteers could be asked to manage specific initiatives
 3. Administration - Volunteers could be asked to undertake specific functions, including recruiting Volunteers, coordinating Volunteers, accounts, bookkeeping, data entry, banking etc.
- The Organisation does not employ staff. Therefore, all senior operational roles must be performed by Members or Volunteers (including those serving as Directors on the Board). In order that Directors on the Board are familiar with and experienced in the operations of the Organisation, they are also encouraged to perform one of the operational management roles.
 - The Board is made up entirely of non-staff Members, elected to serve as an Executive and Directors, as per the "Constitution, Policies & Code of Conduct". They are responsible for the governance and viability of the Organisation.
 - For clarity, the following roles, authorities and responsibilities have been defined using terminology similar to that of a conventional corporate entity. However, all functions are performed by non-staff Members or Volunteers.

Chief Executive Officer

The Chief Executive Officer shall undertake the role of representative, chief executive and public officer of the organisation, with oversight of the governance, financial control and operations, as required by legislation and regulation.

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

Unless resolved otherwise by the Board, the President shall perform the duties of the Chief Executive Officer.

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

The Chief Executive Officer shall report to, and receive direction from, the Board.

The Chief Executive Officer shall execute the following

Authority

The CEO shall act under instructions from the President.

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, Policies & Code of Conduct" 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

Execute the governance policies, including:

- Ensure that the "Constitution, Policies & Code of Conduct", "Procedures", "Code of Conduct and Key Policies and Procedures", "Code of Conduct" and "Strategic Review" are reviewed and accepted at each December Board Meeting and each December AGM.
- "Procedures" may be amended as the need arises, provided they are reviewed at each December Board Meeting.
- Ensure that the "Constitution, Policies & Code of Conduct", "Procedures", "Code of Conduct and Key Policies and Procedures", "Code of Conduct" and "Strategic Review" are communicated to the Membership at the AGM.
- Ensure the resolution of internal disputes and, if appropriate, the disciplining of members.
- 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 are correctly considered and approved by the Board, and the appropriate records are kept. This may be delegated to the Secretary.
- 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). If the CEO is also the President, conduct the Board Meetings.
 - Prepare the Business Papers and Minutes for the AGM (December) and any EGMs. If the CEO is also the President, conduct the AGM 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.

Implementation of Key Policies

- Ensure that the “Constitution, Policies & Code of Conduct”, “Procedures” and “Key Policies and Procedures”, are correctly implemented in their entirety in accordance with the conditions specified by 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.

Annual Report

Prepare and present to the July Board Meeting an Annual Report, that sets out an accurate and honest 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 Packages,
- 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,
- 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

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 Partner Organisations (Vision for Homes [PNG], Ranongga Community Association [Solomon Islands], Habitat for Humanity Fiji [Fiji], Vanuatu Government [Vanuatu] and Save Gibitngil Island Association [Philippines]).
- c) On-going discussions with donors and potential donors (Compass Housing and South Pacific Islands Foundation).
- 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.

Identifying and Establishing a Working Relationship with Partner Organisations

- 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).
- It is most common for a suitable Partner Organisations to 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 or Project Manager) shall visit the area and meet the representatives of the Partner Organisation to discuss the details of the project. 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. A sample MOU is set out in Appendix 4. 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 and (where appropriate) a Project Manager, who shall assume responsibility for maintaining an on-going monitoring (including an annual audit) of the project.
- The process for monitoring compliance shall be the establishment and maintenance of a Project File, similar to the sample in Appendix 4; and ensuring that field Volunteers adhere to and complete the relevant Project File.

Service Delivery and Growth

Assist and liaise with the Resource Development Manager to ensure that Partner Housing Australasia achieves its objectives.

- Ensure that Partner Housing Australasia continues to deliver its stated services, in accordance with the "Constitution, Policies & Code of Conduct" and "Procedures". This includes liaison with and Regional Managers, Project Managers, Supervisors, 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, Policies & Code of Conduct" 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.

Project Implementation

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

- project definition,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate,
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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 Functions

Assist and liaise with the Finance Manager 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). 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.
- Ensure the recording of accounts and financial transactions by the Finance Manager, 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.
- Present the Quarterly Accounts to the Board for approval.
- Present the Annual Accounts to the Board for approval.
- 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

Assist and liaise with the Administration Manager to ensure that administration and record keeping policies are correctly executed, including the following:

- Ensure that the organisation has an appropriate membership and that the relevant records are kept.
- Ensure that the fees and subscriptions are collected and that the relevant records are kept. This may be delegated to the Finance Manager.
- Ensure that Notices of Meetings and Minutes are kept for Board Meetings, AGMs and EGMs, together with relevant proxy and nomination forms.

Human Resources Manager

Assist and liaise with the Human Resources Manager to ensure that Financial, Administrative and Operational Projects have thorough and timely support.

Property

Assist and liaise with the Property Manager to ensure that the following is carried out:

- Manage and plan the effective use of property and mortgages.
- When approached by mortgagors who wish to pay out and thus terminate their mortgages, advise the Board, facilitate the process and assist the mortgagors.
- 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
- Ensure that Australian partner families (who have Partner Housing Australasia mortgages) receive an appropriate level of nurture and support.

Professional Services

Assist and liaise with the Professional Services Manager to ensure that professional services assignments are secured and correctly executed.

Operations

Assist and liaise with the Regional Managers to ensure that construction projects are secured and correctly executed.

Funding

Develop and implement a strategy that will secure donations to Partner Housing Australasia for programs in PNG, Solomon Islands, Vanuatu, and/or other South Pacific countries (including Fiji and Tonga), 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. In addition, these same volunteers should be available to perform project tasks on an ad-hoc needs basis.

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.

ANCP

Assist and liaise with the Professional Service Manager (acting as the ANCP Coordinator).

Quasar Management Services

Fulfill the role of 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, consisting of the CEO (President), Resource Development Manager (Vice President) and Professional Services Manager, for the review of all 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 a minimum of building skills and minimum imported hardware.
 - Village Aqua - Water reticulation system component assembly business, for installation in remote South Pacific villages.
 - Premium Water – Program of water vending machines in villages connected to existing raw water system through one standpipe. Revenue would be from coins or smart card transactions. Capital costs: machine, water connection, transaction services, water purchase from landowner. Main operating costs: dispensing, maintenance, marketing.
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.

<p>Resource Development Manager</p> <p>The Resource Development Manager shall undertake the role of deputy to the Chief Executive Officer, in addition to responsibility for securing financial resources and the services of volunteer professionals.</p> <p>Unless resolved otherwise by the Board, the Vice President shall perform the duties of the Resource Development Manager.</p> <p>In this role, the Resource Development Manager may be assisted by the CEO or others on an ad-hoc basis.</p> <p>The Resource Development Manager shall report to, and receive direction from, the CEO.</p> <p>The Resource Development Manager shall execute the following</p>
<p><i>Authorities</i></p> <p>The Resource Development Manager shall act under instructions from the CEO.</p> <p>Unless specifically instructed in writing to the contrary, the Resource Development 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, Policies & Code of Conduct” and “Procedures”.</p> <p>In the prolonged absence of the CEO (e.g., in excess of three months, or as directed by the Board), the Resource Development Manager has authority to assume the authorities of the CEO.</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>Deputy to the Chief Executive Officer</u></p> <p>In the prolonged absence of the Chief Executive Officer (e.g., in excess of three months, or as directed by the Board), the Resource Development Manager shall assume the responsibilities of the Chief Executive Officer. The CEO may also delegate specific functions to the Resource Development Manager.</p> <p><u>Service Delivery and Growth</u></p> <ul style="list-style-type: none"> • Ensure that Partner Housing Australasia continues to deliver its stated services, in accordance with the “Constitution, Policies & Code of Conduct” 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, Policies & Code of Conduct” and “Procedures”. This includes recruiting new Volunteers, Partner Organisations and Donors as appropriate. <p><u>ACSE</u></p> <ul style="list-style-type: none"> • The Resources Development 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 Resources Development 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. <p>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.</p> <ol style="list-style-type: none"> 1. Partner Housing Australasia must commission volunteers to do probono 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 must maintain our presence with ACSE as their "charity partner". We must regularly attend ACSE functions and (briefly) report to them what we are doing. <p><u>Consult Australia</u></p> <p>The Resources Development Manager shall maintain close contact with the Consult Australia CEO.</p>

Administration Manager

The Administration Manager shall ensure that administration and record keeping policies are correctly executed.

Unless resolved otherwise by the Board, the Secretary shall perform the duties of the Administration Manager.

In this role, the Administration Manager may be assisted by the CEO or others on an ad-hoc basis.

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

The Administration Manager shall execute the following

Authority

The Administration Manager shall act under instructions from the CEO.

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, Policies & Code of Conduct" and "Procedures".

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

Secretarial Services

- Ensure that Notices of Meetings and Minutes are kept for Board Meetings, AGMs and EGMs, together with relevant proxy and nomination forms.
- Secretary of an incorporated organization
- Act as a point of contact for the volunteers
- Secure adequate legal assistance when required
- Send and receive correspondence
- Keep records of correspondence and the like
- Appoint and liaise with pro-bono legal advisors.
- Lodge statutory forms and registrations as soon as practical after each AGM.
 - ACNC – Annual Return – December each year
 - ACNC – Self Assessment – Maintain on file
 - NSW Fair Trading – Charitable File Number Renew this before 26 March 2022
 - ASIC – Registration of Business Names

Nurture of Australian Partner Families and Management of Mortgages

- Maintain contact with each of the Australian partner families (home owners / mortgagors).
- 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).
- Carry out extended "low key" discussions with home owners with the greatest outstanding mortgages, on the following basis:
 - Partner Housing Australasia will not act to disadvantage the home owners (mortgagors) in any way;

- 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.

<p>Finance Manager</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>Unless resolved otherwise by the Board, the Treasurer shall perform the duties of the Finance Manager.</p> <p>In these roles, the Finance Manager may be assisted by the Human Resources Manager and/or the CEO.</p> <p>The Finance Manager shall report to, and receive direction from, the CEO.</p> <p>The Finance Manager shall execute the following ...</p>
<p><i>Authority</i></p> <p>The Finance Manager shall act under instructions from the CEO.</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, Policies & Code of Conduct” and “Procedures”.</p> <p>Execute expenditure previously approved and budgeted by the Board.</p> <p>Obtain endorsement by the CEO prior to making previously approved and budgeted external payments or donations in excess of AUD \$ 50,000.</p> <p>Execute approved expenditure up to AUD \$ 5,000 per annum. Obtain subsequent Board endorsement at the next Board meeting.</p> <p>Co-sign and/or co-approve all banking transactions, consistent with the authorities lodged at the bank.</p> <p>Forward (by cheque or bank transfer) the payments covered by any properly approved “Expenditure Approval”.</p>
<p><i>Responsibilities</i></p> <p><u>General Requirements</u></p> <p>The responsible officer shall 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"> ○ keep formal accounts, recording income and expenditure on a quarterly basis ○ present the quarterly accounts to the Board meeting ○ present a trial balance sheet to each quarterly Board meeting ○ obtain approval for expected significant purchases.

<p>Human Resources Manager</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>Unless resolved otherwise by the Board, a Director shall perform the duties of the Human Resources Manager.</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>The Human Resources Manager shall act under instructions from the CEO.</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, Policies & Code of Conduct” 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 one of the Directors 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"> • CEO • Finance Manager • Administration Manager • Regional Managers <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>(e) Assist volunteers serving overseas to obtain Federal Police Checks and Working with Children Clearance.</p> <p>Volunteer serving overseas shall obtain a National Police Check by accessing the Federal Police website and completing the appropriate documentation. https://afpnationalpolicechecks.converga.com.au/ , Code 35.</p> <p>Volunteer serving overseas shall obtain a NSW Working with Children Clearance by accessing the NSW Government website and completing the appropriate documentation. https://wwccheck.ccyp.nsw.gov.au/Applicants/Application</p> <p>The cost associated with these checks will be refunded by Partner Housing Australasia.</p> <p>The National Police Check certificate shall be forwarded to –</p>

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- (f) 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, Anti-terrorism, Complaints Policy, Non-development Activity. Provide to such volunteers, receive and file a signed copy of form *P09062103-15b PHAB Consolidated Declarations, Safety, Insurance etc.*

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.

Development, Training & Publications Manager

The Development, Training & Publications Manager shall facilitate:

- the development, testing, reporting, promotion and training in building systems (suitable for cyclone, earthquake and tsunami resistance) and water and sanitation systems suitable for implementation in the South Pacific, viable skills training programs and prefabrication / preassembly businesses in PNG, Solomon Islands, Fiji and Vanuatu; and
- the adoption of modern Building Codes and Standards by the governments of Asia-Pacific countries, with the initial focus on Papua New Guinea, Solomon Islands, Vanuatu, Fiji and Tonga.

Unless resolved otherwise by the Board, one of the Directors shall perform the duties of the Development, Training & Publications Manager.

The Development, Training & Publications Manager shall also 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.

The Development, Training & Publications Manager shall report to, and receive direction from, the CEO.

The Development, Training & Publications Manager shall execute the following

Authorities

The Development, Training & Publications Manager shall act under instructions from the CEO.

Unless specifically instructed in writing to the contrary, the Development, Training & Publications 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, Policies & Code of Conduct" and "Procedures".

Develop new building, water and sanitation systems.

Commission and supervise the testing of newly developed systems within an approved budget.

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

Facilitate the development of:

- Building systems suitable for cyclone, earthquake and tsunami resistance in the South Pacific, such as the DANCER Building System;
- Water and Sanitation Systems suitable for the delivery of clean water and hygienic sanitation in the South Pacific;
- A viable Building Skills Training Program and Building Prefabrication Business, to be operated by Vision for Homes from a depot in Mt Hagen, PNG;
- A viable Water and Sanitation Skills Training Program and Water Project Pre-assembly Business, to be operated in Solomon Islands.

1. Commission and supervise the testing of newly developed systems in a suitable facility in Australia.
2. Provide technical reports on the systems and relevant testing.
3. Provide technical assistance to other Volunteers in respect of the developed systems.
4. Provide technical assistance to other NGOs in respect of the developed systems.
5. Facilitate the upgrading of building codes and associated documents of Partner Organisations (Government Agencies and Standards Australia) in the Asia-Pacific Region.
6. Work with, and provide assistance to, other organisations working in the same field including (but not limited to) Australian Building Codes Board, Standards Australia, James Cook University Cyclone Testing Station.
7. Work with, and provide assistance to governments of Pacific Island Countries.

8. Mentor, train and brief key personnel of Partner Organisations.
9. In conjunction with the CEO, mentor, train and brief key personnel of Partner Housing Australasia in two programs - Key Policy Training each December (and/or February) and Technical Training each February or March)

Communications Manager

The Communications Manager shall assume responsibility for developing and operating the Partner Housing Australasia website www.PartnerHousing.org, 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.

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

The Communications Manager shall execute the following

Authorities

The Communications Manager shall act under instructions from the CEO.

Unless specifically instructed in writing to the contrary, the Communications Manager has authority to carry out each of the activities listed under "Responsibilities".

In particular, the Communications Manager shall:

- Edit posts to ensure their accuracy and honesty before uploading.
- Upload other documents as requested by the CEO or Regional Managers.

Responsibilities.

Develop and operate the Partner Housing Australasia website geared towards the following:

Fundraising and Awareness

- Keep informed of the programs through the reports that are made during each Board Meeting, enabling contact to be made directly with the other Managers.
- Post 26 articles per year (one each two weeks) – 13 director profiles and 13 project updates) plus stories on people who have benefited. Include lots of pictures.
- Link directly to the Westpac site to make direct donations; OR Assistance to donate on line.
- Liaise with ACSE (Chloe Wyatt) and Consult Australia (Nicola Grayson) to recruit technical assistance as required to provide Partner Housing Australasia more concentrated access to pro bono professional services by major consulting firms.

Training

- Upload Training Packages, as they are made available by the CEO or Development, Training & Publications Manager.
- Upload Technical Manuals, as they are made available by the CEO or Development, Training & Publications Manager.

Provide for the "business" functions

- Upload the Annual Reports of two consecutive years. For example: upload the 2020 Annual Report (without Audit Report) and then replace it with the 2020 Annual Report (with Audit Report) when it is available.
- Maintain "About Us", "Contact, Board", and "Complaints" (accessible to the public)
- Maintain other website features as required by ACFID, via the CEO.

Posts

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 Child Protection and the requirements for protecting children when photographing.

Professional Services Manager

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

Unless resolved otherwise by the Board, one of the Directors shall perform the duties of the Professional Services Manager. The Professional Services Manager shall also 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 Project Managers and/or the CEO.

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

The Professional Services Manager shall execute the following

Authorities

The Professional Services Manager shall act under instructions from the CEO.

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, Policies & Code of Conduct" and "Procedures".

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

As necessary, sign MOUs 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.

Either carry out the functions personally, or delegate functions to a suitably qualified and experienced volunteer professional.

Make decisions relating to ACFID on behalf of Partner Housing Australasia.

In consultation with a Design Review Panel, adjudicate design issues where a balance must be struck between aesthetics, safety and cost.

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

Secure pro-bono professional service assignments.

If considered necessary by the Board, ensure a suitable MOU is signed by client organisations receiving professional service assignments. (See details in procedures for CEO.)

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.

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.

Prepare plans, engineering calculations, engineering reports and obtain approvals.

Act as Partner Housing Australasia's representative to ACFID. Manage issues relating to ACFID membership.

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

When required, the Professional Services Manager shall coordinate the pro bono services of Consulting Engineers and Architects for the design and documentation of particular projects. The following principles shall apply.

The scope of pro bono services shall be restricted to small village buildings and small rural water or sanitation schemes that would not normally be serviced by commercial contracts with established consulting engineering firms.

Such situations might occur during the reconstruction phase following a natural disaster or arise where an impoverished community cannot afford the commercial services of a professional consulting engineer or architect.

Partner Housing Australasia's principal mission is in designing and building simple, decent, affordable housing and reliable village infrastructure that relate directly to the improvement of the daily lives of poor people in villages in developing countries. This includes:

- Houses
- Village community centres
- Village schools
- Village clinics
- Access roads to the villages
- Water collection (e.g., wells & tanks) and reticulation to villages
- Septic systems and latrines to villages
- Hospitals

Project Implementation

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

- project definition,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate,
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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.

South Pacific Development Manager

The South Pacific Development Manager shall facilitate the activities of Partner Housing Australasia, including the execution of construction projects in the South Pacific.

Unless resolved otherwise by the Board, one of the Directors shall perform the duties of the South Pacific Development Manager. The South Pacific Development Manager shall also have appropriate professional qualifications and experience. Qualification as a Professional Architect or Professional Engineer is deemed to meet this requirement.

In this role, the South Pacific Development Manager may be assisted by Project Managers and/or the CEO.

The South Pacific Development Manager shall report to, and receive direction from, the CEO.

The South Pacific Development Manager shall execute the following

Authorities

The South Pacific Development Manager shall act under instructions from the CEO.

Unless specifically instructed in writing to the contrary, the South Pacific Development 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, Policies & Code of Conduct" and "Procedures".

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

As necessary, sign MOUs 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.

Either carry out the functions personally, or delegate functions to a suitably qualified and experienced volunteer professional.

In consultation with a Design Review Panel, adjudicate design issues where a balance must be struck between aesthetics, safety and cost.

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

Engage, brief and coordinate 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.

Participate in 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.

When required, the South Pacific Development Manager shall coordinate the execution of particular projects. The following principles shall apply.

The scope of pro bono services shall be restricted to small village buildings and small rural water or sanitation schemes that would not normally be serviced by commercial contracts with established consulting engineering firms.

Such situations might occur during the reconstruction phase following a natural disaster or arise where an impoverished community cannot afford the commercial services of a professional consulting engineer or architect.

Project Implementation

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

- project definition,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate,
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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.

Regional Managers

Regional Managers facilitate the activities of Partner Housing Australasia, including the execution of particular professional services projects and building contracts, within the particular region.

Unless resolved otherwise by the Board, particular Directors shall perform the duties of the Regional Managers.

In these roles, the Regional Managers may be assisted by Project Managers and/or the CEO.

Regional Managers shall report to, and receive direction from, the CEO.

Regional Managers shall execute the following, within the nominated Region

Authorities

The Regional Managers shall act under instructions from the CEO.

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, Policies & Code of Conduct” and “Procedures”.

This includes:

- Prepare Board brief and budget, within the context of available funds
- Negotiate and sign MOU on behalf of Partner Housing Australasia (in consultation with the CEO)
- Either carry out the mentoring, training and auditing personally or delegate to Project Manager.
- Initiate and send the Request the Transfer of Funds.
- Execute expenditure previously approved by the Board.
- Execute minor expenditure up to AUD \$ 1,000 per annum, subject to Board endorsement.

Responsibilities

- Brief the Board and prepare an operating budget for actual and potential building work and professional services within the Region.
- Secure pro-bono professional service assignments and/or building work contracts within the Region.
- 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.
- Ensure an MOU is signed by client organisations receiving professional services or building work. (See details in procedures for CEO.)
- If a suitable building Partner Organisation does not exist in the region, establish, train and mentor a Partner Organisation.
- Carry out meaningful stakeholder consultations, engage and brief Partner Organisations for the execution of building work, seeking feedback and contribution of their ideas.
- When appropriate, arrange for representatives of Partner Organisations to participate in the Partner Housing Australasia Board deliberations
- Mentor, train and audit building Partner Organisations at least once per year, reporting observations to the Board. The audit shall consider governance, construction, financial, child protection and terrorism issues.
- Mentor, train and brief Project Managers, Supervisors and key personnel of Partner Organisations.
- Facilitate the Transfer of Funds by the Finance Manager to Partner Organisations for particular projects, as detailed below.
- Facilitate the procurement of goods and services for particular projects, as detailed below.

Transfer of Funds to Partner Organisations

- 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
Vanuatu	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" must not be 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". They 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,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate),
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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.

Construction Business Manager

Construction Business Manager facilitates the activities of Partner Housing Australasia, including the establishment, operations and growth of Community-based Construction Businesses within the particular region.

Unless resolved otherwise by the Board, particular Directors shall perform the duties of the Construction Business Manager.

In these roles, the Construction Business Manager may be assisted by Project Managers and/or the CEO.

Construction Business Manager shall report to, and receive direction from, the CEO.

Construction Business Manager shall execute the following, within the nominated Region

Authorities

The Construction Business Manager shall act under instructions from the CEO.

Unless specifically instructed in writing to the contrary, the Construction Business 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, Policies & Code of Conduct" and "Procedures".

This includes:

- Prepare Board brief and budget, within the context of available funds
- Negotiate and sign MOU on behalf of Partner Housing Australasia (in consultation with the CEO)
- Either carry out the mentoring, training and auditing personally or delegate to Project Manager.
- Initiate and send the Request the Transfer of Funds.
- Execute expenditure previously approved by the Board.
- Execute minor expenditure up to AUD \$ 1,000 per annum, subject to Board endorsement.

Responsibilities

Brief the Board and prepare an operating budget for actual and potential building work and professional services within the Region.

Secure pro-bono professional service assignments and/or building work contracts within the Region.

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.

Ensure an MOU is signed by client organisations receiving professional services or building work. (See details in procedures for CEO.)

Establish and manage a Community-based Building Business for the execution of building work.

When appropriate, arrange for representatives of the Community-based Building Business to participate in the Partner Housing Australasia Board deliberations

Mentor, train and audit building Partner Organisations at least once per year, reporting observations to the Board. The audit shall consider governance, construction, financial, child protection and terrorism issues.

Mentor, train and brief Project Managers, Supervisors and key personnel of the Community-based Building Business.

Request the Transfer of Funds by the Finance Manager to Community-based Building Business 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 the Community-based Building Business 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 + one other Director	Finance Manager + one other Authorised Approver
Solomon Islands	Regional Manager Solomons	Regional Manager Solomons + one other Director	Regional Manager Solomons + one other Authorised Approver
Vanuatu	Construction Business Manager	Construction Business Manager + one other Director	Construction Business Manager + one other Authorised Approver
Administration	Finance Manager	Finance Manager one other Director	Finance Manager one other Authorised Approver

In this arrangement, the "one other Director" and "one other Authorised Approver" must not be 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". They 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,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate),
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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.

<p>Project Managers</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>The Project Managers shall act under instructions from the Regional Managers or Construction Business Manager.</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, Policies & Code of Conduct” 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> <ul style="list-style-type: none"> • Engage and brief Partner Organisations for the execution of building work, seeking feedback and contribution of their ideas. • Carry out all actions necessary to execute the work and bring it to a successful completion. • 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 particular purchase. • Mentor, train and audit building Partner Organisations at least once per year, reporting observations to the Board. • 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. • Mentor, train and brief Supervisors, Maintenance Foremen and other key personnel of Partner Organisations. • 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. • Submit accounts to the Regional Manager, for reimbursement and payment; and presentation to the next Board meeting.

Project Implementation

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

- project definition,
- contract or MOU with Beneficiary stakeholders
- contract or MOU with Partner Organisation
- design,
- pricing,
- ordering materials,
- taking delivery of materials,
- fabrication (including trial erection where appropriate,
- transport to site,
- site construction,
- commissioning,
- hand-over, and 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.

ANCP Coordinator
<p>The ANCP Coordinator facilitates the achievement of Partner Housing Australasia accreditation under the Australian NGO Cooperation Program (ANCP)</p> <p>The ANCP Coordinator shall report to, and receive direction from, the Chief Executive Officer.</p>
<p><i>Authorities</i></p> <p>Unless specifically instructed in writing to the contrary, the ANCP Coordinator 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, Policies & Code of Conduct” and “Procedures”.</p> <p>Subject to liaison with the CEO, negotiate with the Department of Foreign Affairs and Trade (DFAT) regarding the ANCP requirements and Partner Housing Australasia responses</p>
<p><i>Responsibilities</i></p> <ul style="list-style-type: none"> a) Negotiate with the Department of Foreign Affairs and Trade (DFAT) regarding the ANCP requirements and Partner Housing Australasia responses. b) Recommend changes to the documentation and practices of the organisation, as set out in the “Constitution, Policies & Code of Conduct” and “Procedures”, as may be appropriate to achieving ANCP accreditation. c) Facilitate the steps necessary to achieve ANCP accreditation. d) Liaise with the CEO (Rod Johnston) and the Secretary / Administration Manager (Arthur Gray) regarding ACFID and DFAT log-in details, passwords, relevant documents, records and the like. <p>Refence:</p> <p>https://dfat.gov.au/AID/WHO-WE-WORK-WITH/NGOS/ANCP/Pages/australian-ngo-cooperation-program.aspx</p>

Water System Maintenance Foreman
<p>The Water System Maintenance Foreman carries out the maintenance of the designated water scheme.</p> <p>The Water System Maintenance Foreman is an employee of the Ranongga Community Association.</p> <p>The Water System Maintenance Foreman shall report to, and receive direction from, the Regional Manager (Solomon Islands) fortnightly on water supply issues, and more regularly when necessary.</p> <p>The Water System Maintenance Foreman shall execute the following, within the designated area</p>
<p><i>Authorities</i></p> <p>Carryout designated tasks and repair work as listed or as instructed by the Regional Manager (Solomon Islands) or the Project Manager (Buri and Keigold Water).</p> <p>Expenditure up to AUD \$ 500 per annum, subject to prior approval by the Regional Manager (Solomon Islands).</p>
<p><i>Responsibilities</i></p> <p><u>Regular Activities</u></p> <ol style="list-style-type: none"> 1. Manage Tank Operating Hours <ul style="list-style-type: none"> Morning - 7am to 10am (Dry Season) Evening – 4pm to 7pm (Dry Season) Hours maybe extended during the Wet Season. 2. Inspect Trunk Main and Dam once a week and clean leaves and debris away from filter. 3. Inspect distributions lines (pipes from tanks to standpipes) and repair as necessary once a week. 4. Report all vandalism relating to the water system to David. 5. Wash out and remove mud from Tanks once a year. 6. Arrange for mud and debris to be cleaned from the dam after every major storm event and at least once every 6 months. 7. Clean leaves and debris from the guest cottage gutter and the church gutter once a month. <p><u>Future Work to be organised by the Water Foreman.</u></p> <ol style="list-style-type: none"> (a) Organise the construction of a fence around the four tanks in front of the church. (b) Arrange for the trunk main to be staked out from river crossing to tanks with white painted timber markers every 50 metres. (c) Organise village help to bury all distributions lines (pipes from tanks to standpipes). (d) Arrange with the help of others from the village to remove (cut with a hacksaw) all protruding reinforcing steel from the top of the dam wall.