

## Halcrow Foundation

# Partnership Policy

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This policy statement governs the manner in which we shall develop and enter into partnerships. The policy seeks to ensure that:

- The impact that the Halcrow Foundation has in achieving its strategic aims is increased through working constructively with other like-minded organisations who share our values; and
- The partnerships we enter into have clear strategic objectives that reflect the aims of both partners and are managed in a transparent and effective manner.

We recognise that our strategy, whilst bringing geographic and technical focus to our operation, also commits us to working towards defined and sustainably transformative outcomes. Our new funding status allows us to take a longer term view on funding projects or programmes to ensure that those outcomes are realistically achieved.

Our strategy also recognises that we may enter into partnerships with:

- **Funding partners** with whom we will work collaboratively over a number of years to address a defined and particular set of community development aims;
- **Members of the engineering community** who are able to contribute technical skills, knowledge, and human and financial resources complimentary to the soft skills (education, social, etc) that many of our potential funding partners are focussed on, thus opening the door to a more comprehensive and holistic approach to addressing beneficiary needs; and
- **Other organisations** who are willing and able to commit funds to the foundation for a particular project or programme, but who wish otherwise not to be directly involved in its implementation or management.

We will undertake due diligence on our potential partners as deemed appropriate by the trustees. We will look to assure ourselves that a potential partner operates in a financially sound manner and, where relevant, has and adheres to its own policies such as those on ethical behaviour, data protection, child protection, equality and diversity, etc.

Normally, we would expect to enter into an agreement with our partners. In this regard, we view a “partnership” as:

**A time-bound agreement to work together with another organisation (funder or member of the engineering community) to achieve a clearly defined goal and outcomes that are consistent with our strategic aims, and which may involve one or more projects to achieve that goal and those outcomes.**

We further expect that such an agreement is set out in a Memorandum of Understanding (MoU) with our partner, defining its purpose and method of operation. We recognise that the nature of our partnership agreements should be flexible to suit individual circumstances. However, generally, we expect the following to be included within a MoU:

- A statement of the shared goal and outcome(s) of the partnership;
- The duration of the agreement, which should be sufficient to reasonably achieve the stated outcome(s) and might typically be for three to five years;
- The “undertaking” of the partnership, ie. the scope of work that the partnership will be engaged in;
- The basis for the technical and financial inputs and risk sharing of each partner to the undertaking, where preferably each partner should have a defined role in how the planning and implementation of the undertaking is to be taken up;
- The management arrangements for the partnership;
- The reporting arrangements for the partnership, including how the goal and outcome(s) will be measured; and
- The applicable code of conduct governing the partnerships activities.
- Media activity and, as applicable, how partners may refer to the collaboration in public or on a media platform
- Mechanisms for termination of partnership where needed

In general, a MoU should not be confused with a funding “contract”, which separately governs the relationship between HF and project implementers, including project payment terms etc. All disbursements to projects will require a “contract” to be in place.