

# CHURCH AGENCIES NETWORK STRATEGY



**October 2016**

## **Who We Are**

1. We are Australian church-based, aid and development agencies who are members of ACFID. Currently our membership comprises Act for Peace, the Adventist Development and Relief Agency Australia, Anglican Board of Mission, Anglican Overseas Aid, Australian Lutheran World Service, Baptist World Aid Australia / Transform Aid International, Caritas Australia, Global Mission Partners, Quaker Service Australia, Salvation Army Australia, and UnitingWorld.
2. Our constituencies in Australia are the church members and their communities within each of our denominations and networks. We work with these constituencies to inspire and empower people, providing avenues for them to engage in overcoming poverty and injustice.
3. Our constituencies overseas are predominantly the churches, church-based and faith-based agencies, their members and communities with whom we partner. We work with indigenous, grass-roots organisations to overcome poverty and injustice through empowering the local people and building on their capacity..

## **Our Purpose**

CAN seeks:

1. To create a means to co-ordinate church agencies to identify and act on opportunities for collaboration in our work;
2. To collectively communicate and demonstrate the value that church-based agencies bring to achieving development outcomes; and
3. To provide to its members a forum for sharing, organisational development and support of each other.

## How We Work

CAN members are organised through working groups, specifically a CEO group and three primary sub-groups for Programs and Effectiveness, Advocacy and Education, and Finance and Compliance.

In implementing the purpose, CAN members adhere to the following guiding principles:

1. CAN members share the load of workload of joint initiatives, relative to the capacity, skills and size of each member
2. CAN members make decisions on a collaborative basis being as inclusive as possible, but recognising that not every initiative will involve all CAN members.
3. CAN members share data and learning in order to enable collaboration, but actively protect the intellectual property and confidential information of each other.
4. CAN members seek to collaborate and align with the strategies and initiatives of related organisations such as ACFID and Micah Challenge.

## Strategic Focus Areas

CAN members will focus their efforts on the following three strategic focus areas:

1. **Organisational Development** – initiatives that seek to support the professional development of CAN members and their staff and volunteers, including, document sharing, joint training initiatives, peer reviews, joint monitoring and policy development.
2. **Advocacy and Education** – initiatives that expand the space for church-based agencies in development and inspire and engage CAN member constituencies to greater support for our work. This will include both long and short term activities.
3. **Program Collaboration** – initiatives that harness the combined capacities of CAN Members where there is a shared geographic and sectoral focus. Initial focus is on the Pacific and identification of opportunities for increased joint programming.

## Operational work plans

### (1) Organisational Development

Activity Description	Desired Outcome(s)	Required Resources	Indicative Timeframe	Subgroup responsible
<p>1. Develop an online document library for access by all CAN members of shared compliance and policy resources (either as standard practice or in response to changes in legislation or regulations); program and development tools; resources and materials.</p>	<p>CAN members ensure policies, practices and tools are adequate without always taking the time and resources to develop them in isolation. Key areas are prioritised by the CAN working groups in consultation with the secretariat.</p> <p>Members share and access tools, resources, contact information, policies and other relevant documents when needed.</p>	<p>Secretariat to curate the library and intentional contributions of content from members, led by CAN Working Groups.</p> <p>Software and hosting costs to be shared by member agencies on a proportional basis of size of agency.</p>	<p>Online document library framework set up through Dropbox in December 2015 Working groups schedule due dates for documents to be continuously uploaded. Uploading will be voluntary</p>	<p>PE &amp; PM Groups</p>
<p>2. Share professional development opportunities and collaborate in joint trainings where appropriate.</p>	<p>CAN Professional Development calendar, regularly updated by secretariat and any member agency, and used to plan shared learning and training activities. Costs of training to be borne by members.</p>	<p>Coordinated by the main sub-working groups and costs met by CAN members. Secretariat to manage the calendar and communication.</p>	<p>Dropbox Calendar set up in December 2015. CAN Working Groups populate the calendar with activities by <b>31 October 2016</b></p>	<p>PE &amp; PM groups @180716 PM workshops on: -Change management; -Disability (2); -Private sector.</p>
<p>3. CAN member staff are aware of other member staff as potential professional resources to each other</p>	<p>Members include a CAN component in induction processes for new staff so staff will quickly establish professional relationships with other CAN member staff in similar roles. Members are facilitated to utilise expertise of other relevant CAN member staff in areas including recruitment, peer reviews of programs and consultation assignments.</p>	<p>Members advise CAN Secretariat of staff to be listed so a database of CAN member staff contact details is kept by Secretariat.</p>	<p>Database set up by 1 October 2016 with up to date staff listed by 31 October 2016.</p>	<p>Can Secretariat</p>

## (2) Advocacy and Education – responsibility of CEO Group

Activity Description	Desired Outcome(s)	Required Resources	Indicative Timeframe
1. Establish a set of general principles for collaboration in advocacy and education.	CAN members are able to quickly work through decisions required to effectively collaborate on planning and implementation of joint advocacy and education.	Time from the Advocacy and Education Working Group and CEO Group as needed to agree on principles.	Complete by 31 December 2016
2. Establish a process for identification and prioritisation of potential advocacy and education opportunities.	Include sharing and prioritisation of potential opportunities for joint advocacy and education as a regular part of the agenda for Programs and CEO groups.	Attention by the chairs of relevant working groups and CEOs.	Ongoing – start in August 2016
3. Establish a process for forming of joint advocacy or education groups relevant to specific opportunities.	CAN members are able to quickly and collegially determine which grouping of members will make the most effective grouping for a joint advocacy or education opportunity.	Engagement of CEOs to share strategies, strengths and focus areas and to support group formation processes.	Ongoing – start in August 2016
4. Establish approaches and tools for management of joint advocacy and education.	CAN members that have formed a group for a joint advocacy or education opportunity are able to utilise pre-agreed and developed management approaches and tools.	Lead advocacy and education staff from CAN members to develop agreement on approaches and tools for management of joint advocacy and education.	Complete by 31 December 2016
5. Ensure linkages between advocacy and education and programs.	Advocacy and education activities are effectively grounded in and resourced by relevant results and information from CAN programs.	Lead program and advocacy or education staff from CAN members to communicate at planning stage.	Ongoing – start in October 2016
6. Identify and act on opportunities to leverage engagement with other entities such as Micah Challenge.	Continuation and extension of existing efforts to ensure that any joint CAN advocacy and education initiatives are aligned with leverage efforts by other stakeholders.	CEOS and Advocacy and Education Working Group members' engagement with relevant initiatives and entities.	Ongoing – start in October 2016

### (3) Program Collaboration

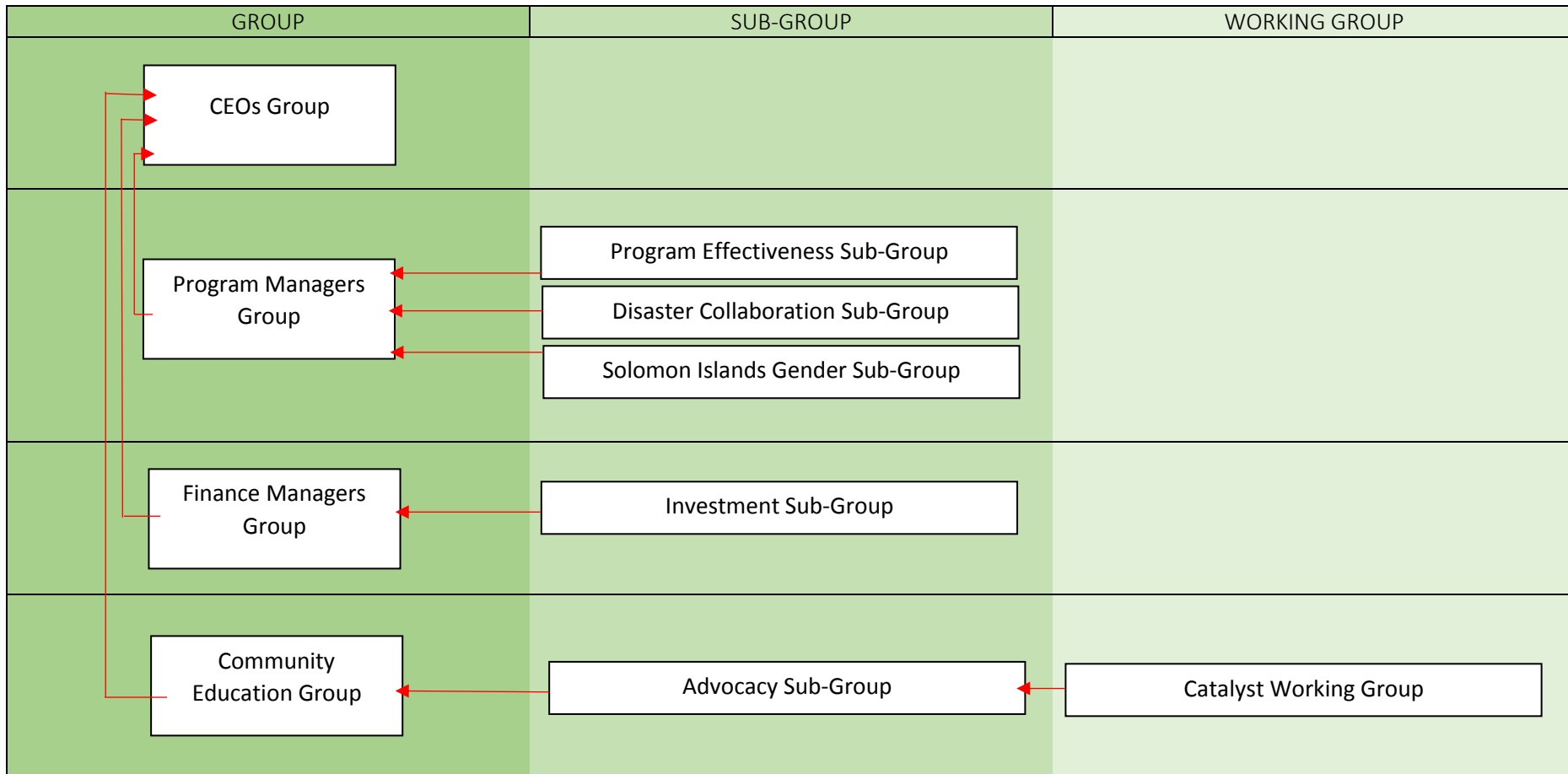
Activity Description	Desired Outcome(s)	Required Resources	Indicative Timeframe	Sub group responsible
1. Mapping of CAN member programming by geography, funding and program type.	Continuation and extension of existing efforts to collate CAN member programming information to aid in identification of opportunities for collaboration.	Programs Group members and Secretariat support for collation of program information and development of a report.	Combined ACFID data to be mapped By December 2016 updated annually	PM Group Colin Scott to coordinate
2. Programs and CEO Groups have learning from program collaboration on their meeting agendas.	CAN members collectively learn from experiences of program collaboration to improve future program collaboration.	Time of CAN member staff to share learning at group meetings.	Ongoing as applicable 180716 noted in PM & PE Agendas	PM Group PE Group CEO Group
3. PM group looks for and take up opportunities for program collaborations	CAN members collaborate effectively enhancing agency programming and collective identity	Time of CAN member staff to coordinate	@180716 See map of Progress in Collaboration	PM Group

#### Collaborations

Status	Title	Type	Access to data etc	Contact person
March 16	MOU for joint ventures	Document	Dropbox	CAN Secretariat
June 16	CAN DO Roadmap	Document	Dropbox	Caritas – Jacinta Welch
	CAN DO MOU	Document	Dropbox	Caritas – Jacinta Welch
14 July 16	CAN TOR and Specific Projects Schedule	Document	Dropbox folder Cansecretariat 2	CAN Secretariat
2015	Cyclone Pam, Vanuatu Response (AfP/GMP)	Program		AfP – Janet Cousins
2016	Cyclone Winston, Fiji Response (UW/GMP)	Program		UW – Michael Constable
	Solomon Islands Working Group on Gender	Program		
Present	PNG Church Partnership Program	Program		

2008 - Present	Vanuatu Church Partnership Program	Program		
2015	Faith in Development at ACFID Conference	Event		
	Proselytisation poverty statement	Document		
2016	ACFID Conference	Event		
	Kenya Food Security (TAI/ABM)	Program		
	PNG Women's Microfinance (UW/ABM)	Program		
	F5 (AfP/ALWS/GMP)	??		
Potential	Program Effectiveness Learning	Training		
Potential	SDGs	Training		

## Annexure 1: Church Agency Network



- Four CAN Groups currently exist. Each requires participation of all 11 agencies, and has its own Terms of Reference consistent with the CEOs Group's Terms of Reference.
- Within each Group, Sub-Groups can be formed on geographic or thematic areas. This does not require all 11 agencies but only those agencies for whom the Sub-Group is relevant.
- Within each Sub-Group, Working Groups can be formed on specific topics within geographic or thematic areas. This does not require all 11 agencies but only those agencies for whom the Working-Group is relevant. In the example above, a number of Working Groups, including a Catalyst Working Group, were identified at the August 2016 Advocacy workshop; a thematic area which falls naturally within the Community Education Group once it is fully functional.
- Denotes the line of reporting within the Church Agency Network.

## Annexure 2: CAN Memorandum of Understanding

### MEMORANDUM OF UNDERSTANDING



### Terms of Reference for Church Agencies Network (CAN)

#### **PARTIES**

These Terms of Reference (TOR) together with the Schedule, constitute the CAN Memorandum of Understanding and govern the arrangements to be made between the Parties named in the Schedule, in relation to the Project.

#### **BACKGROUND**

- A. As part of the CAN strategy, the need to have a paper that defines, sets principles and articulates processes and protocols for program collaboration was articulated. A process whereby CAN Agencies could promptly agree on a shared definition, set of principles and process and protocol for program collaboration would ensure that joint projects could take place effectively and misunderstandings avoided.



- B. The purpose of the TOR is to set out the basis on which CAN Agencies are prepared to collaborate on a specific project, in particular concerning the organisation of the work between the Parties, the management of the Project and the rights and obligations of the Parties.
- C. After sufficient discussion amongst the Parties, the terms and conditions governing the Project have been inserted as details in the Schedule.
- D. The Parties have received Funding (if any) for the Project from the Funding Authority noted in Item 5A of the Schedule.
- E. The MOU is not intended to create a legally binding relationship between the Parties but exists to formalise the terms of the arrangements made.

**IT IS AGREED:**

**Clause 1 Definitions**

Words beginning with a capital letter will have the meaning defined either here or in the Schedule

**“Budget”** means the amount set out in Item 5 of the Schedule

**“CAN Agency”** means one of the eleven organisations which constitutes the Church Agencies Network which is participating in the Project

**“Commencement Date”** means the date of this MOU

**“Completion Date”** means the date in Item 4 of the Schedule

**“Confidential Material”** means any and all information, know-how, data trade secrets and experience in whatever form relating to a CAN Agency, whether existing prior to the Commencement Date or created during the course of this Agreement whether of a scientific, technical, commercial, financial or other nature but will not include information that:

- (i) is already in the public domain;
- (ii) is received by the CAN Member from an independent third Party who is lawfully in possession and who is entitled to divulge it and is not under any obligation of confidentiality;
- (iii) becomes available to the public by any means other than breach of this Agreement by the Party receiving the information

**“Consortium”** means the Parties to the Memorandum of Understanding

**“Finance Person”** means the person appointed by the CAN Agency designated with responsibility for financial accountability in accordance with clause 4.3(1).

**“Funding Authority”** means the body (if any) awarding the grant for the Project named in Item 5A of the Schedule

**“Funding Agreement”** means the Agreement, if any, entered into by one or more Parties with the Funding Authority to secure funding for the Project.

**“Intellectual Property Rights”** includes all copyright and all rights in relation to inventions (including patent rights), registered and unregistered trademarks (including service marks), registered designs, Confidential Information and circuit layouts, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

**“Memorandum of Understanding”** means the arrangement embodied in the Terms of Reference and the Schedule

**“Party”** means a Party to this Memorandum of Understanding

**“Privacy Act 1988”** means the current enactment of the law enacted by the Federal Government to regulate the handling of personal information about individuals.

**“Project”** means the project elaborated in Item 10 of the Schedule for which the consortium has been formed

**“Project Manager”** means the person appointed by the Lead Agency with the responsibilities set out in clause 4.1 and identified in Item 8A of the Schedule.

**“Schedule”** means the document attached to the Terms of Reference.

**“Third Party”** means any organisation which is not a CAN Member and includes organisations based in- country.

## **Clause 2 Commencement, duration and termination**

2.1 An organisation becomes a Party to the Project upon signature of this document by a duly authorised representative.

2.2 This MOU has effect from the date on which the last Party signs as inserted in the Schedule at the beginning of the MOU.

3.3 Duration

This MOU will continue in full force and effect until complete fulfilment of all obligations undertaken by the Parties under the Funding Agreement and under this MOU.

#### 2.4 Termination

This MOU will terminate on the Completion Date unless terminated earlier in respect of one or more Parties in accordance with clause 10 of this MOU.

### **Clause 3 Responsibilities of Parties**

#### General principles

- 3.1 Each CAN Agency undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time and in good faith, all of its obligations under the Funding Agreement and this MOU as may be reasonably required from it.
- 3.2 Each CAN Agency undertakes to act ethically and to notify promptly, in accordance with the governance structure of the Project, any significant information, fact, problem or delay likely to affect the Project.
- 3.3 Each CAN Agency will promptly provide all information reasonably required by a CAN Agency or by the Project Manager to carry out their tasks.
- 3.4 Each CAN Agency will take reasonable measures to ensure the accuracy of any information or materials it supplies to the other Parties.

### **Clause 4 Governance of the Project**

#### 4.1 Role of Project Manager

The Project Manager will be appointed by the Lead Agency and will be responsible for the overall co-ordination and management of the Project and in particular be charged with:

- (i) liaising with the Funding Authority (if any) as required, and communication with Third Parties and CAN Agencies to keep them informed;
- (ii) collaborating with the CAN Agencies to design the Budget
- (iii) in consultation with the CAN Agencies, drawing up the budget and the development of the program and timeline indicating the dates on which activities should be completed
- (iv) delegating to persons noted in Item 8 of the Schedule to handle
  - Financing arrangements and budget management
  - Reporting, including final acquittals

- Continuous monitoring of the Project to ensure that deadlines are met
  - Evaluation at the conclusion of the Project
- (v) taking responsibility for handling unforeseen problems and general trouble shooting.

#### 4.2 Role of CAN Agencies - General responsibilities

- (i) By entering into this MOU, each CAN Agency acknowledged that it is a condition precedent to participating in the Project that its organisation has policies and protections in place to ensure:
- child protection
  - anti-terrorism measures
  - effective complaints handling
  - internal fraud controls

If required by the Funding Authority or Third Party to provide evidence of compliance, the CAN Agency concerned must produce the appropriate policies or withdraw from the Project.

- (ii) Each CAN Agency undertakes to respond efficiently to all requests, to ensure that all critical decisions are communicated in writing and to use their best endeavours in undertaking the specific tasks allotted to them to achieve appropriate outcomes and meet deadlines.

#### 4.3 Role of CAN Agencies – specific responsibilities

##### (i) FINANCE

The CAN Agency responsible for Finance, as named in Item 8 of the Schedule, known as the Finance Person will:

- be charged with the financial management of the money contributed by the CAN Agencies and the Funding Authority (as appropriate)
- document the financial contribution of each Party
- maintain financial accounts in accordance with standard accountancy practices

##### Bank account

- set up the bank account, if required, for the Project with two signatories and ensure that the other signatory is from a different CAN Agency
- calculate currency conversions
- report on interest earned
- document any funds transfer

#### Budget

- monitor expenditure and cashflow to ensure that the Project operates within the budget
- immediately notify the Project Manager of any discrepancies or shortfalls

#### Asset Register

- maintain an asset register for non-consumable items purchased with the Funds valued at AUD \$1,000 or more.

#### Acquittal

- supply accurate data to enable final reports and acquittals to be prepared
- organise refund to CAN Agencies in the proportion that the Funds were contributed, where there is a surplus after all acquittals have been done.

#### (ii) COMMUNICATION

The CAN Agency responsible for communication, as named in Item 8 of the Schedule, will:

- circulate emails/ phone numbers of all relevant CAN Agency personnel
- establish and maintain a DropBox facility where documents, reports, programs can be accessed by the Parties liaise with, and update the Parties with developments as required by the Project Manager
- follow up & communicate responses as necessary.

#### (iii) MONITORING

The CAN Agency responsible for monitoring, as named in Item 8 of the Schedule, will:

- be proactive in monitoring the progress of the Project by aligning outcomes with the Project deliverables outlined in the timeline;
- notify the Project Manager of any adverse developments or deviations from the deadlines

#### (iv) REPORTING

The CAN Agency responsible for reporting, as named in Item 8 of the Schedule, will:

- ascertain the types of reports, the frequency and the level of detail required in reports by both internal and external stakeholders (if any)
- ensure that reports prepared for the Funding Authority are in the correct format and contain all required detail
- cross check and verify data to be inserted in reports where possible
- submit all reports to the Project Manager for approval before circulation to others

(v) ACQUITTALS

The CAN Agency responsible for managing the acquittal process as named in Item 8 of the Schedule, will:

- ensure that all statistical data and financial information has been verified before use
- compile the reports in good faith and with high attention to accuracy
- notify the Project Manager immediately of any discrepancy found
- submit the acquittal report to the project manager for approval before release
- notify the Finance Person of any surplus funds not utilised.

**Clause 5 Compliance**

- 5.1 Each CAN Agency must comply with the terms and conditions of the Funding Agreement (if any) and ensure that there is no breach of the law ('the Law') of the place where the Project is carried out.
- 5.2 Each CAN Agency must comply with the reasonable requests of the Project Manager in connection with the implementation of the Project
- 5.3 Any breach of the Funding Agreement or the Law, must be reported to the Project Manager as soon as possible for appropriate action.

**Clause 6 Confidentiality and privacy**

6.1 Confidentiality

A CAN Agency (Recipient) who receives Confidential Information from another CAN Agency (Discloser) acknowledges that unauthorised disclosure of Confidential Information may cause irreparable damage to the Discloser and undertakes to take steps:

- (i) not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- (ii) not to disclose confidential Information to any third Party without the prior written consent by the Discloser;
- (iii) to ensure that internal distribution of Confidential Information by a Recipient will take place on a strict need-to-know basis; and
- (iv) to return to the disclosing Party on demand all confidential information which has been supplied to , or acquired by the Recipient.

## 6.2 Privacy

Each CAN Agency acknowledges that it is bound by the *Privacy Act 1988* and confirms that it will not act or engage in any practice that would breach the Australian Privacy Principles as contained in Schedule 1 of the *Privacy Act*, or obtain or make use of, any personal information unethically.

## **Clause 7 Intellectual Property**

- 7.1 Generally, the CAN Agency that is responsible for the creation of results from the Project, will own those results.
- 7.2 Each CAN Agency will be entitled to use the jointly owned results of the Project for non-commercial research activities on a royalty-free basis and without requiring the prior consent of the other joint owner (s).
- 7.3 In the case of joint ownership, each CAN Agency will be entitled to exploit the joint results as it sees fit, and to grant non-exclusive licences, without obtaining any consent from, or paying compensation to, or otherwise accounting to any other CAN Agency unless otherwise agreed between the other joint CAN Agency owners.
- 7.4 The CAN Agencies will confer and agree together on the protocols and acknowledgments to be used on any presentation or publication of the results of the Project.
- 7.5 Use of names, logos or trademarks  
Nothing in this MOU will be construed as conferring rights to use in advertising, publicity or otherwise the name of any CAN Agency or any of their logos or trademarks without their prior written approval.

## **Clause 8 Insurance**

- 8.1 Each CAN Agency must maintain appropriate insurance including Work Health and Safety (previously known as Occupation Health and Safety), workers' compensation insurance and public liability insurance covering the Project and the premises (if applicable) where the Project will be conducted.
- 8.2 Each CAN Agency must provide certificates of currency of such policies to the Project Manager or Funding Authority as applicable, upon request.

**Clause 9**                      **Dispute resolution**

- 9.1        The Parties must in good faith try to resolve between themselves any dispute arising out of this MOU.
- 9.2        Where a Party believes that a dispute has arisen under this MOU between the Parties, the Party must give written notice to the other Party outlining the dispute. The Party receiving the notice must respond in writing within 14 days. The Parties must then investigate the dispute and attempt to resolve it.
- 9.3        If the Parties cannot resolve the disputes within a reasonable time not exceeding 14 days from the date of notice sent in accordance with clause 9.2, then the dispute must be referred to senior representatives of the Parties who have authority to resolve the dispute.
- 9.4        The persons identified in clause 9.3 must meet within seven days to and endeavour to resolve the dispute in good faith.
- 9.5        If the dispute is not resolved by the senior representatives within 14 days, then the matter should be referred for mediation by a mediator jointly selected by the Parties and in the event that no selection can be agreed, the mediator will be appointed by the President of the Law Society of New South Wales.
- 9.6        Any costs associated with mediation or other alternative dispute resolution procedures will be borne equally by the Parties to the dispute.
- 9.7        If appropriate, Parties must continue their duties and obligations under this MOU until the dispute is resolved or until the MOU is terminated.

**Clause 10**                      **Termination**

- 10.1       This MOU will be terminated in accordance with clause 4(ii) of the Schedule or on the happening of the following events:
- (a)        If the Funding Authority withdraws the funding and the Funding Agreement does not proceed;
  - (b)        In circumstances, where there is no Funding Authority involved:
    - (i)        the CAN Agencies in consultation with the Lead Agency decide that the Project is no longer viable; or
    - (ii)       the Third Party declines to participate and withdraws; or
    - (iii)      participation by a CAN Agency is terminated by the Project Manager, with the approval of the remaining CAN Agencies, due to a fundamental breach of this MOU; or
    - (iv)      a CAN Agency gives seven days notice in accordance with clause 11 that it is unable to continue to deploy staff on the Project or for any other justifiable reason, must withdraw from the Project.
- 10.2       Consequences of Termination



- (i) To the fullest extent possible, each CAN Agency will be restored to the position in which it was prior to entering into the MOU.
- (ii) All funds contributed by a CAN Agency will be refunded to it, less a deduction proportionate to the contribution for any reasonable expenses incurred prior the termination.
- (iii) The CAN Agencies will no longer be bound by the terms of this MOU except for clauses 6 and 7 which survive the expiration or termination of the MOU.
- (iv) Where an individual CAN Agency ceases to be a member of the consortium („the Retiring CAN Agency“) in accordance with clause 10.1(b)(iii), or 10.1(b)(iv), the MOU will terminate in respect of the Retiring CAN Agency but may continue in force with regard to the other Parties, provided that the financial viability of the Project is not put at risk.
- (v) Unless a majority of the remaining CAN Agencies decide to the contrary, there will be no refund of any money contributed by the Retiring CAN Agency where the retirement results from clause 10.1(b)(iii).

10.3 Termination will not affect any rights or obligations of the Retiring CAN Agency which were incurred prior to the date of termination, unless otherwise agreed between a majority of the remaining CAN Agencies and the Retiring CAN Agency. This includes the obligation to provide all input, deliverables and documents for the period of the Retiring Can Agency’s participation.

**Clause 11 Notices**

11.1 Any notice under this MOU must be in writing and sent to the address of the addressee as noted in item 2 of the Schedule or such other address as may subsequently be advised.

11.2 A Notice will be considered as given and received,  
(i) if delivered by hand, when delivered to the addressee  
(ii) if sent by post, three business days from and including the date of postage

11.3 A Notice under this MOU may not be relied upon if given solely by email or facsimile transmission.

**Clause 12 Legal relations**

12.1 This MOU is not entered into as a formal or legal agreement and is not subject to any legal jurisdiction.

- 12.2 There is no intention to create legally binding obligations between the Can Agencies as the Parties rely on the goodwill and integrity of each other to ensure that the Project is brought to completion.
- 12.3 The Parties, their agents and contractors agree not to hold one other liable for any loss or damage, either directly or indirectly, sustained through the actions or negligence of any other Party.

## MOU Schedule for Specific Projects

<b>DATE of SIGNING</b>	
THIS CONSORTIUM AGREEMENT, incorporating the Terms of Reference	is made on _____ 20__
<b>BETWEEN THE PARTIES</b>	
Lead Agency	
Participating Agencies	(i)..... (ii)..... (iii)..... etc

<b>DOCUMENTATION INCLUDED</b>	
Terms of Reference - TOR	
Other	

<b>NAME of PROJECT &amp; PURPOSE</b>	
Title	

Purpose ( <i>high level</i> )	
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SCHEDULE		
Item		Contact Details
1	<b>Contact Person</b> <b>Lead Agency</b>	Name: Position: Address: Phone: Email:
2	<b>Contact Persons</b> <b>Participating CAN Agencies</b>	Name: Position: Address: Phone: Email:  Name: Position: Address: Phone: Email:

<b>SCHEDULE</b>			
		Name: Position: Address: Phone: Email:	
2a	<b>Third party (if any)</b>	Name: Position: Address: Phone: Email:	
3	<b>Role of third party</b>		
4	<b>(i) Commencement Date</b> <b>(ii) Completion Date – acquittal of funds</b>	(i)  (ii)	
5	<b>Budget</b>	\$	
5a	<b>Government funds?</b>	\$	
6	<b>Financial contribution of each CAN Agency</b>	<b>Name:</b>	<b>Amount</b>

**SCHEDULE**

7	<b>Bank Details where funds will be retained</b>	<p>Bank: _____ Bank</p> <p>Branch:</p> <p>Account Name:</p> <p>Account Number:</p> <p>Account signatories:</p> <p>(1).....</p> <p>(2).....</p>	
8	<b>Tasks to be undertaken by designated CAN Agency</b>	Task	Responsible CAN Agency
		Project Management	Lead Agency?
		Communications	
		Budget management	
		Financial acquittal	

**SCHEDULE**

			Report writing	
			Department liaison	
			Insurance etc	
8A	<b>Project Manager</b>	<p>Name: _____</p> <p>Contact details:</p>		
9	<b>Requirement for Project Insurance?</b>	<p>If yes, ascertain what policies required</p> <p><i>Eg</i></p> <ul style="list-style-type: none"> <li>• Medical</li> <li>• Emergency travel expenses</li> <li>• Travel delay.</li> <li>• Personal accident</li> <li>• Public and Products Liability –</li> <li>• Workers Compensation .</li> </ul>		
10	<b>Purpose for consortium:</b>	.		

SCHEDULE														
	<b>Set out detailed aims</b>													
11	<b>Timeline</b>	Insert milestone dates												
12A	<b>Reporting requirements</b>	Details of compiler: ..... Timeframe ..... Statistics ..... 'Client' feedback .....												
12B	<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Assigned deliverables / satisfaction of required outcomes in undertaking the tasks outlined in Item 8</li> </ul>												
13	<b>Resources provided by Parties</b>	<table border="1"> <thead> <tr> <th>Party</th> <th>Resource</th> </tr> </thead> <tbody> <tr> <td></td> <td>Office space, desk (eg)</td> </tr> <tr> <td></td> <td>Network login</td> </tr> <tr> <td></td> <td>Full Internet access etc</td> </tr> <tr> <td></td> <td>Staff in situ</td> </tr> <tr> <td></td> <td>Mobile phones</td> </tr> </tbody> </table>	Party	Resource		Office space, desk (eg)		Network login		Full Internet access etc		Staff in situ		Mobile phones
		Party	Resource											
			Office space, desk (eg)											
			Network login											
			Full Internet access etc											
			Staff in situ											
	Mobile phones													



SCHEDULE			
14	<b>Special Conditions</b>		

By signing this agreement the parties agree to use their best endeavours to fulfil the obligations they have undertaken as set out in this document.

..... (Organisation )	CEO	WITNESS
Name:		
Signature:	X	X

..... (Organisation )	CEO	WITNESS
Name:		
Signature:	X	X

..... (Organisation )	CEO	WITNESS
Name:		
Signature:	X	X

..... (Organisation )	AUTHORISED PERSON	WITNESS
Name:		
Signature:	X	X