VANGO
VANUATU ASSOCIATION OF NGOs

CSO Good Governance and Practice Guide

A Handbook for Vanuatu's Civil Society Organisations

www.vango.vu

VANGO would like to acknowledge the contribution of the late Dr Astrid Kersten in the development of this training package. Astrid was a strong supporter of localization and an advocate for civil society and human rights in Vanuatu. Her contributions in this area, along with her kindness and compassion, will be deeply missed by VANGO and many of our member organisations.

INTRODUCTION AND OVERVIEW

This booklet has been developed to accompany VANGO's training for Civil Society Organisations (CSO's) in Good Governance and Institutional Strengthening.

We hope you will find the information useful and have included space for you to write your ideas and notes from your sessions as well as a range of activities to support your learning.

This Booklet and the associated training program has been developed by VANGO with the funding support from the Canada Fund for Local Initiatives.

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CFLI/FCIL
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LEARNING OBJECTIVES

The learning objectives for this CSO Good Governance and Practice Guide and the associated training sessions are to build knowledge and understanding of:

- What it means to be a Civil Society Organisation (CSO)
- Good governance and the Code of Practice on Accountability and Transparency
- Steps to establishing a CSO Group
- Key accountability practices such as the workplan, financial management, reporting, safegaurding and code of conducts
- Available grant opportunities for CSOs
- The grant application process
- Basic steps in grant writing
- The Project lifecycle

The booklet has been separated into three parts:

PART 1 - CSO Basics, Good Governance and Accountability

PART 2 - Grant Writing, Project Planning and the Project Lifecycle

PART 3 - Templates and further information

PART 1

CSO Basics, Good Governance and Accountability

PURPOSE OF THE SESSION

- To understand what it means to be a Civil Society Organisation (CSO)
- To understand good governance and the Code of Practice on Accountability and Transparency
- Steps to establishing a CSO Group
- Overview of key accountability practices

WHAT IS A CIVIL SOCIETY ORGANISATION?

- Organisations independent of Government that are established voluntarily by people. They may work to address social, economic, and/or environmental issues.
- Include non-governmental organisations (NGOs), community based organisations (CBOs), faith-based organisations and more.
- Activities may include community projects, service delivery, advocacy, emergency management, community education, environmental protection and restoration, and promotion and protection of human rights.

The key differences between Charitable Organisations and Businesses are:

Ownership: Charitable organizations' assets are owned by the association; businesses are owned by individuals

Accountability: Charitable organizations are accountable to members and donors; businesses focus on profit

GROUP EXERCISE

Why do these differences in ownership and accountability matter to you as a CSO?

Give some examples of what this means in practice

WHAT IS GOOD GOVERNANCE?

Good governance for a Civil Society Organisation means that it is set up and operates with the right structures, policies, and processes that are needed for it to operate transparently, accountably, and effectively to achieve its mission and objectives.

The **VANGO Code of Practice on Accountability and Transparency for CSOs (CPAT)** has been developed to guide and support CSOs to practice good governance and provides a framework for transparent and ethical management.

The recommended guiding principles for CSOs are:

1. Respect and promote human rights and social justice.
2. Embody gender equity while promoting women and girls' rights
3. Focus on people's empowerment, democratic ownership and participation
4. Promote environmental sustainability
5. Practice transparency and accountability
6. Pursue equitable partnerships and solidarity
7. Create and share knowledge and commit to mutual learning
8. Commit to realizing positive sustainable change

The full **VANGO CPAT** is available in the CSO dropbox.

GROUP EXERCISES

How does this Code relate to good governance?

What are some impacts of this Code for organizations?

REQUIREMENTS FOR CSOS IN VANUATU

In Vanuatu, CSO's are registered as 'charitable organisations', defined as:

Charitable associations in Vanuatu are established for the benefits of the community. Such associations must be set up for "charitable purposes".

These include the following purposes: Religious, Educational, Cultural, Scientific, Sports, or General social welfare or another non-profit purpose declared by the Minister.

There are three main requirements for CSO registration:

1 Register with the Vanuatu Financial Services Commission

- You need a Constitution and a Board
- Initial registration = 10,000vt, Annual renewal = 5,000vt
- Annual reporting required.
- Forms and further information: https://www.vfsc.vu/

2 Join VANGO

- You need a Constitution and a Board
- Fees based on type of CSO (3,000vt CBO, 5,000vt NNGO, 15,000vt INGO, fee waivers available)
- Annual renewal and reporting requirements
- Forms and further information: https://vango.vu/membership-form/

3 Register with the NGO Desk - Ministry of Internal Affairs

- You need to be registered with VFSC and VANGO first.
- Initial registration: 9,000vt
- Forms and further information: https://ngodesk.gov.vu/index.php/forms

BUILDING YOUR ORGANISATION - CONSTITUTION

What is a Constitution?
The Constitution of a CSO is its foundation document. It sets out why the organisation exists and what its activities may include. It guides how the organisation works and how decisions are made. It is legally binding on the executive (Board and CEO/Executive Director) and for the members.

A template for a basic constitution is included in the CSO dropbox.

The constitution is controlled by the members and should be changed/altered rarely. This is different from policies that are controlled by the Board and may be more easily updated/changed.

Importantly, the constitution states the CSO's Mission and Vision Statements.

Mission Statement

- Focuses on the present
- Defines the organization's purpose and primary functions.
- It explains: What we do, who we serve, why we do it
- Example: *Silae Vanua Market Vendors Association* - "To empower women in economic business and to eliminate violence against women & girls from each community with our market vendors"

Vision Statement

- Focuses on the future
- Explains what the organization aspires to accomplish
- It explains: What do we want the future to look like? If we are successful, what will we have accomplished?
- Example: *Ekoftau Environment & Wellbeing Association* - "Creating a clean safe and sustainable environment for a bright future"

Tips for writing good Mission and Vision statements

Good Statements	Bad Statements
Simple Language	Uses Jargons (Slangs)
Emotion/ feeling	Clinical / lacks feeling and heart
Communicates the "Why"	Communicates only the "What & how"
Short and Simple	Really long
Memorable	Forgettable
Specific	Unclear / vague

Mission and Vision Group Exercise

The Situation....

Coconut Committee is worried about coconut production because 2 farmers saw dead rhinoceros beetles in their plantation. They also have a shortage of workers to pick the coconuts. They are wanting to establish a nursery to grow coconut seedlings to raise funds for the community.

Activity - Formulate a Mission & Vision Statement for the Coconut Committee

MISSION STATEMENT:

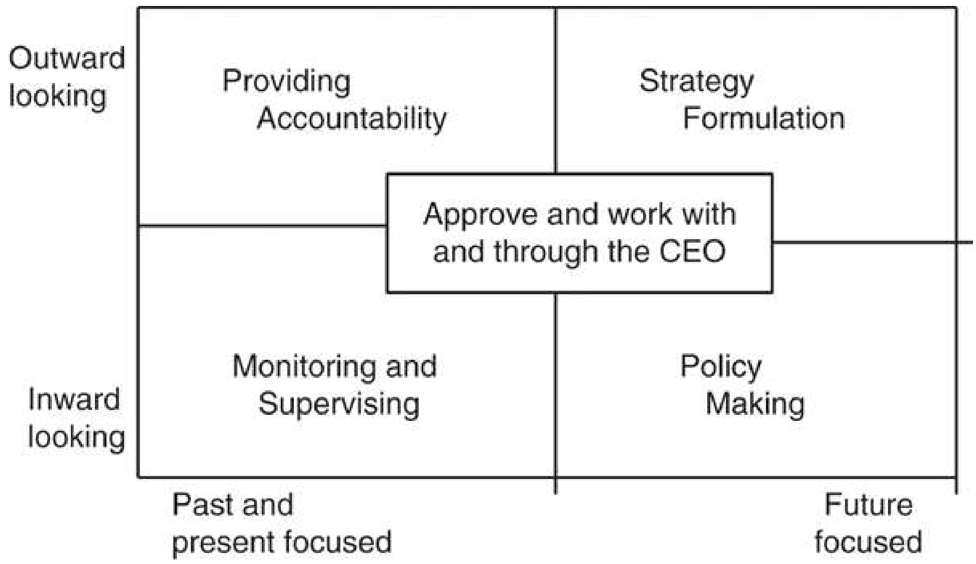
VISION STATEMENT:

FORMING A BOARD OR COMMITTEE

What is a Board or Governing Committee?
A group of people, usually 5-9 people, that are responsible for guiding an organisation towards achieving its goals.

Key responsibilities:

- Ensure effective governance and oversight of the organisation
- Support staff and volunteers
- Facilitate resources coming to the organisation
- Ensure the organisation is protected from fraud, crime, harassment, etc.



GROUP EXERCISE

Activity: In pairs/groups, list down the roles of the key board positions

- Chairperson
- Vice Chairperson
- Treasurer
- Secretary

BOARD STRUCTURE

Chairperson / President

- Oversees board meetings, sets agendas, and works closely with the CEO/Executive Director.
- Acts as the organization's spokesperson and leads the evaluation of the CEO / Executive Director's performance.

Vice-Chair

- Supports the Chairperson, fills in if needed, and may take on special projects or duties as assigned.
- Ensures continuity in leadership.

Secretary

- Maintains accurate records of meetings, including minutes and attendance.
- Ensures documents are organized, accessible, and legally compliant.

Treasurer

- Manages the organization's finances, oversees budgeting, and ensures transparent reporting.
- Collaborates with the CEO/executive director to monitor financial health and prepares financial reports for Board.

Members

- Participate in board meetings, engage actively in discussions, and serve on committees.
- Expected to contribute to decision-making and support the organisation’s mission

OPENING A BANK ACCOUNT

A Bank Account is essential to obtain grants as well as to responsibly manage the finances of organisations.

It is a requirement that the bank account is in the organisation's name as stated on official documentation such as the constitution.

Necessary documentation required to open a bank account include:

- VFSC registration certificate
- Minutes from the first board meeting – that clearly authorize the opening of a bank account
- Constitution and IDs of authorized signatories

The CSO Dropbox has further information on the requirements for opening bank accounts at some of the main Vanuatu banks.

MANAGING THE ORGANISATION

There are 4 Core Functions of Managing an Organisation:

1. **Planning**: Setting goals and strategies
   - Essential for meeting organisational goals and effective stakeholder engagement
   - Activities may include developing a calendar of goals and tasks and encouraging team members to set personal work-related goals

2. **Organizing**: Structuring the organization for efficiency
   - Essential for achieving smooth functioning processes and implementing clear lines of reporting and accountability
   - Includes establishing a clear hierarchy of roles and responsibilities and delegating tasks to improve efficiency

3 **Leading**: Motivating and guiding the team

- Essential for making day-to-day decisions and inspiring staff and volunteers
- Involves motivating the team and communicating the organization's mission; Connecting with diverse stakeholders and; Resolving conflicts and issues

4 **Managing**: Monitoring progress and making adjustments

- Essential for knowing if the organisation is on track to achieve its goals
- Includes evaluating the organisations performance, adjusting plans based on financial or operational challenges

GROUP EXERCISE

Group Discussion:

- Why is each management function important?
- What activities fall under each function?
- Can these tasks be shared among team members?

ENSURING ACCOUNTABILITY - OVERVIEW

Accountability relates to the principles and commitments on:

- How the organization operates
- How it is governed
- How it manages its resources
- How it is transparent and accountable to stakeholders
- How it builds relationships with supporters and donors
- How it manages conflicts of interest, etc.

To be accountable means doing all of these things efficiently, effectively, and ethically

There are 5 tools that can help a CSO to improve its accountability:

- A good workplan
- Responsible financial management
- Regular and transparent reporting
- A code of conduct for ethical practise
- Effective child safeguarding policies and practices

ACCOUNTABILITY IN PRACTICE

1 - A WORKPLAN

Purpose of a Workplan:
Outline goals, objectives, and outcomes for projects

SMART Goals:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Example of a goal that is NOT SMART:
"Improve coconut farming in the village"

- **Not Specific:** It doesn't specify what area of coconut farming will be improved or how.
- **Not Measurable:** There's no way to track progress or know when the goal has been met.
- **Not Time-bound:** There's no deadline or timeframe for achieving this goal.

Example of a goal that IS SMART
"Train 30 farmers in sustainable coconut farming practices within the next 6 months, increasing farm yield by 15%"

- **Specific:** It clearly defines the goal of training 30 farmers.
- **Measurable:** Success can be tracked by the number of farmers trained and the percentage increase in farm yield.
- **Achievable**: The goal is realistic, focusing on a defined number of farmers and a moderate increase in yield.
- **Relevant:** It aligns with CC's mission to empower farmers and promote sustainable farming.
- **Time-bound:** It has a clear timeframe of 6 months.

ACCOUNTABILITY IN PRACTICE
1 - A WORKPLAN

Key Terms:

- Goal - the overall aim of your project
- Objectives - the smaller outcomes achieved along the way
- Outcomes - the measurable results of your project. The change in your community that the project creates.

How to create a workplan:

Who will do what and when, resulting in what outcome

1. Begin by listing all tasks involved

2. Be sure to include those directly related to the work of the project, and others, like coordinating, reporting, and tracking

3. Make sure all tasks are assigned and are distributed realistically and equitably
Check to see which people need extra training or support

4. Remember to include regular communication and reporting checks, e.g., weekly team meetings

5. Identify timelines - which tasks need to be completed by when and what tasks need to be completed before other tasks.

6. Include key milestones and deadlines

7. Top tip - Always think about a ‘Plan B’

ACCOUNTABILITY IN PRACTICE
1 - AN EXAMPLE WORKPLAN

Project Title: Community-Led Climate Resilience Initiative
Duration: January – December 2025
Location: Port VIla, Vanuatu

Objectives
- Promote climate education and awareness.
- Implement community-based adaptation and mitigation projects.
- Strengthen local capacity in climate resilience.

Activity	Description	Time / Months	Responsible Party	Expected Outcome
Community Climate Workshops	Conduct workshops on climate change impacts and adaptation strategies.	1 - 3	Climate Team	Increased community awarenes
Tree Planting & Reforestation	Organize tree-planting campaigns to restore degraded areas.	2 - 6	Community Volunteers, Local Government	Improved green cover, reduced soil erosion
Sustainable Agriculture Training	Train farmers on climate-smart agriculture techniques.	3 - 9	Agriculture Experts, NGOs	Enhanced food security, improved livelihoods

ACCOUNTABILITY IN PRACTICE

2 - A PROJECT BUDGET

After you have developed your workplan, you need to create an operational budget.

- Make sure the budget fits with the money you have available
- Assign someone to manage and track money
- Make sure all costs are covered
- Plan your budget to account for unexpected costs.

Tips:

- Make sure you budget carefully and responsibly – often times things end up costing more than you think
- Check your budget against project tasks, clearly showing what funds are needed for each task

Example of a basic budget:

Coconut Committee Workshop			
Activity description	**Unit cost (Price)**	**Number of units**	**Total (VUV)**
1. Venue Hire	5000	3 Days	15,000
2. Catering	2000	20 Pax	40,000
3. Travel			
4. Contingency			
Cost Total			

ACCOUNTABILITY IN PRACTICE
3 - FINANCIAL MANAGEMENT

Effective financial management is a key component of CSO accountability.

Good practice principles

- Align resource acquisition (eg grants) with organizational values
- Implement strict financial controls to prevent misuse of funds
- Report openly about resource management and usage

Key steps include:

1. **Clearly establish lines of responsibility and accountability**
    - Responsibility shared by 2-3 people with policies and guidelines in place for spending and managing funds and tracking budgets.
    - Board involvement in who decides how money is spent and who is responsible for tracking it
    - All money received and spent should be recorded with document evidence (eg receipts, remittance, contract, quote etc)

2. **Ensure regular reporting and oversight**
    - Financial reporting is essential for accountability, control, fraud prevention, information, transparency and trust.
    - Reports can be simple: what money was spent, what was it spent on, who spent it, how did they spend it.
    - Documentation is needed to support reports: receipts, bills, invoices, bank statements etc

3. **Provide policies and guidelines**

    Policies should cover:
    - Authority for financial actions and decisions
    - Identification and management of Conflicts of interest
    - Spending authority and contract approvals
    - Maintaining accurate financial records

    A template financial policy is included in the CSO Dropbox.

ACCOUNTABILITY IN PRACTICE
3 - FINANCIAL MANAGEMENT

4 **Implement fraud prevention practices**

Fraud prevention practices include measures that will:

- Prevent Fraud - including ensuring shared responsibilities, developing budgets, spending limits, reporting requirements, policies etc
- Detect Fraud - including ensuring good oversight, audits, investigating reasons for differences between planned budget versus actual expenditure.
- Correct identified issues - Revise policies, reviews, policies for dealing with fraud and involved staff/Board.

ACCOUNTABILITY IN PRACTICE

4 - REPORTING

The purpose of reporting may be:

- To communicate
- To connect
- To control / manage

Information included in reports may include:

- Organisations activities
- Meeting notes
- Financial summaries of expenditures or budgets
- Overview of accomplishments
- Identification of needs

Reports may be prepared for:

- CSO members
- Board
- Partners and stakeholders
- VFSC or other regulatory organisation
- Donors
- General public

Reports should be clear and concise. Visuals may be use to show results (e.g photos. charts, graphs).

Tables are generally used for financial information

ACCOUNTABILITY IN PRACTICE

5 - CODE OF CONDUCT

What is a Code of Conduct?

VANGO has developed a template Code of Conduct for Vanuatu CSOs that sets out guidelines for Board/ staff/ volunteers/ members to follow when facing ethical decisions or situations.

Includes 6 commitments:

- Upholding the integrity and reputation of the CSO by ensuring that professional and personal conduct is consistent with the CSOs values and standards;
- Treating all people with respect and dignity and challenge any form of harrassment, discrimination, intimidation, exploitation or abuse;
- Performing duties and conducting private life in a manner that avoids possible conflict of interest with the work of the CSO
- Be responsible for the use of information, equipment, money and resources accessed due to involvement with the CSO
- Protecting the health, safety, security and welfare of other CSO employees, volunteers and contractors
- Promote human rights, protect the environment and oppose criminal or unethical behaviour

The Code of Conduct seeks to protect both the CSO and the individuals involved.

Not following the Code also provides basis for disciplinary action, including potentially nullifying CSO agreement with the person(s) involved

Signing the Code of Conduct, along with the Safeguarding Code of Conduct, are required of all who enter into a formal employment, consultancy, or other engagement contract with the CSO

Codes apply to all persons in positions funded or contracted through the CSO, and applies both *during and outside regular work hours.*

The template Code of Conduct is included in the CSO Dropbox.

ACCOUNTABILITY IN PRACTICE
6 - CHILD SAFEGUARDING

What is Safegaurding?

- Taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring, especially as it relates to children and vulnerable adults.

Why is it important?

- Protects Vulnerable People from harm
- Prevents Crime and Exploitation
- Promotes Equal Opportunities
- Builds Trust and Confidence
- Legal Obligations
- Ensures the welfare of all participants and promotes a safe environment

What does Safegaurding involve for CSOs?

- Child safegaurding Policy
- PSEAH (Prevention of Sexual Exploitation, Abuse and Harassment).

A template Safegaurding Code of Conduct is included in the CSO Dropbox.

Photo: Progress Pikinini

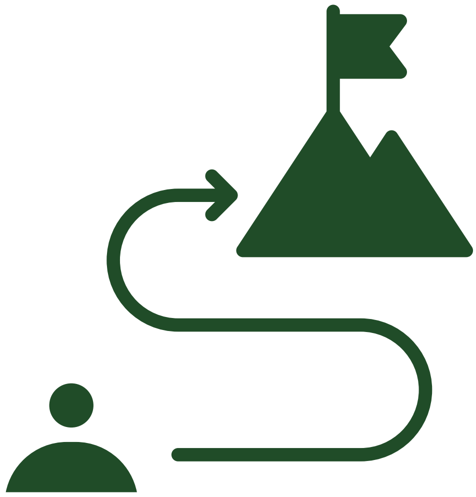
REVIEW AND REFLECTION

PART 2

Grant Writing, Project Planning & The Project Lifecycle

PURPOSE OF THE SESSION

- ✓ Understand grants for CSOs
- ✓ Understand the grant application process
- ✓ Know and apply the basic steps in grant writing



GRANT WRITING AND FISHING ANALOGY

Getting a grant is a lot like going fishing...

- No fishing, no fish
- Know your fish: Habits and interests
- Where does it swim?
- When is it out?
- What does it like?
- Which fish is for you and which is not?
- All fish are the same?
- The bigger the fish, the better?
- Any fish is better than no fish?

WHAT IS A GRANT AND WHAT IS NOT

✓	✗
Money	A gift
Given by a person or organization (Government agency, Charity, Public Body, Business)	A loan
To another organization NGO, CSO, CBO	A personal exchange
For a charitable or public benefit	Free of strings or consequences

WHAT CAN GRANTS FUND?

- Most grants are project-based
- Core funding vs. project funding
- Eligible and non-eligible costs
- Most grants have thematic priorities (eg Gender, GBV, climate change, human rights)
- Grants have funding & time limits

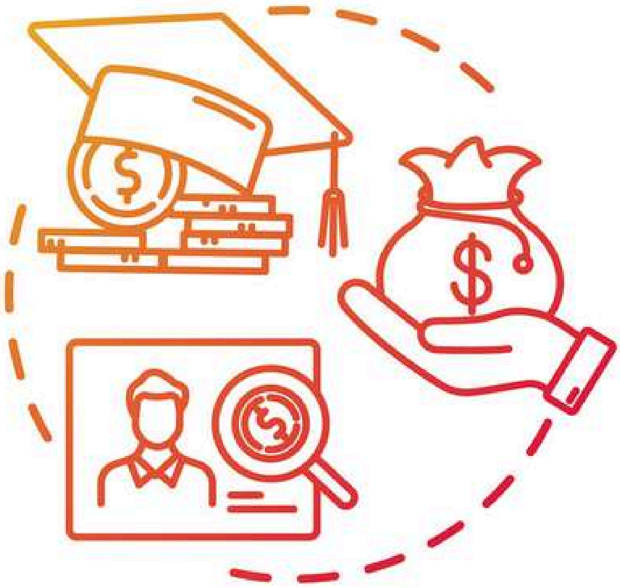
WHAT ORGANISATIONS GIVE GRANTS IN VANUATU

Donor agencies:

- **Large entities** - UNWomen, UNDP, EU, World Bank, Asian Development Bank, IUCN
- **Regional or National agencies** – Canada Fund, DFAT, MFAT, France, Commonwealth, SPC, USAID
- **Special funds** – Climates, Awesome Foundation, FRIDA, Asia Foundation

WHERE DO YOU FIND OUT ABOUT GRANT CALLS

- Grants can be announced through funding calls: local embassies, high commissions, donor agencies
- VCAN, VANGO, others can support
- Special sites (free/paid), e.g. FundsforNGOs
- Google searches



WHAT DETAILS ARE INCLUDED IN THE FUNDING CALL?

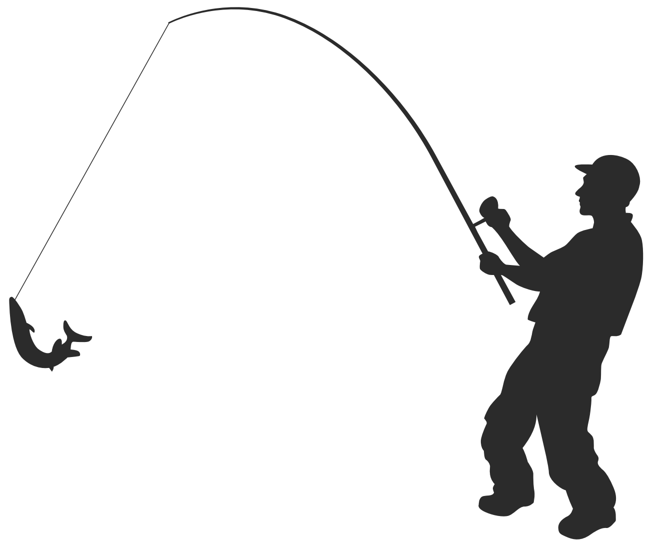
1. **Grant Overview**
   - Purpose of thefunding: What kind of projects does thegrant support?
   - Eligibility criteria: Whocan apply (e.g., NGOs,CBOs, individuals)?
2. **Funding Details**
   - Funding amount: Howmuchfunding is available?
   - Eligible costs: Whatexpenses canandcannot becovered?
3. **Application Process**
   - Steps to apply, including deadlines and required documents.
   - Conditions & requirements: Reporting, monitoring, and compliance expectations.
4. **Future Opportunities**
   - Is this a one-time grant, or can you reapply in future rounds?

IS YOUR ORGANISATION READY FOR GRANTS?

- Is your CSO registered with VFSC, VANGO, NGO Desk?
- Do you have a constitution and a Board?
- Does your CSO have a bank account in the organization's name?
- Do you have financial records and policies in place?
- Do you have a clear project idea that fits within a donor's priorities?
- Have you applied for grants before, or do you have support from others who have?
- Can you provide reports on how funds will be used and the impact of your work?
- Do you have a plan for how the project will continue after funding ends?

BACK TO THE FISHING...
IS THIS 'FISH' FOR YOU?

- Country/region
- Type of organization/funding requirements
- Type of donor/type of project/thematic area
- Amount funding/project duration
- Funding restrictions
- Application deadline/process



WRITING A GOOD STORY...
THE GRANT PROPOSAL

A good story takes the reader on a journey...

- Who is your organisation
- What is the problem
- Where is it
- What is happening
- How do you want to fix the problem
- What will happen if you don't fix it

IMPORTANT THINGS TO CONSIDER FOR YOUR STORY

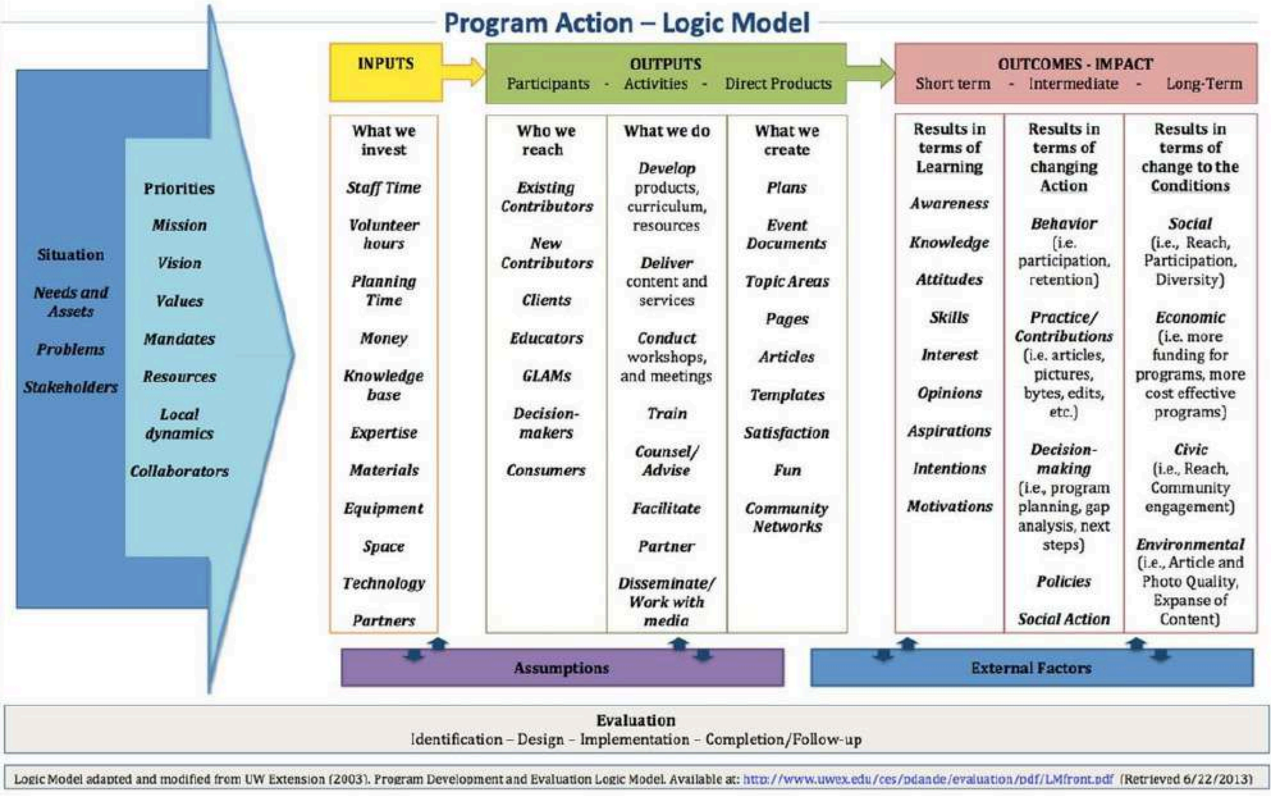
- **Goals**: What is the change that will be achieved from the project (link to problem)

- **Objectives**: The Steps along the way to the goal:
    - Stated in terms of results, not process
    - Specify the result of an activity
    - Identify target audience or community

- **Activities**: What you will do to accomplish objectives (eg deliver training, build infrastructure, employ consultant, purchase equipment etc)

IMPORTANT THINGS TO CONSIDER FOR YOUR STORY

- **Outputs**: Results of activities (eg number of trainings, new garden beds, workshops etc)
- **Outcomes**: Overall results or impact (e.g more emergency supplies reach communities that need them, more people know how to prepare food safely etc)
- **Indicators**: How you will measure results
- **Risks**: What can go wrong with the project



CREATING A PROJECT WORKPLAN

A project work plan says:

- What will be done
- When will it be done
- Who will do it
- What resources are needed
- Timeline

PROJECT FINANCE

Cost estimating tips:

- **List all project costs**
  Example: Paying workers, buying water tanks, pipes, and cement.
- **Estimate costs accurately**
  Example: Check local prices for materials and wages to avoid budget shortages.
- **Use different methods**
  Example: Ask nearby villages for past project costs or get price quotes from suppliers

PROJECT BUDGET EXAMPLE (LINE ITEM BUDGET)

Line Item Budget				
Expenses	Unit	# of units	Unit rate ($)	Costs ($)
Human Resources				
CEO	Per day	3	$ 350	$ 1,050
Trainer Fees	Per day	2	$ 200	$ 400
Subtotal Human Resources				$ 1,450
Travel				
Trainer Airfare	Per person	1	$ 300	$ 300
Participant Transportation	Per person	30	$ 10	$ 300
Subtotal Travel				$ 600
Equipment and Supplies				
Materials and hand-outs	Per person	30	$ 15	$ 450
Subtotal Equipment and Supplies				$ 450
Other Costs, Services				
Venue	Per day	2	$ 300	$ 600
Catering	Per person	30	$ 15	$ 450
Subtotal Other Costs, Services				$ 1,050
Subtotal				3,550
Overhead (10%)				355
Total				3,905

PROJECT BUDGET EXAMPLE

Example of CC & Bio Security Workshop

Coconut Committee & Bio Security Workshop				
Activity description	Unit cost (Price)	Number of units	Budgeted Total	Actuals
1. Venue Hire	5,000	3 Days	15,000	15,000
2. Catering	2,000	20 Pax	40,000	37,000
3. Stationery	6,000	1	6,0000	4,500
4. Emergency line	10,000	1	10,000	-
Cost Total			71,000	56,500

ACTIVITY: COMMUNITY WATER ACCESS PROJECT

Goal: Install two water tanks at Teuoma Dark Bush to provide clean drinking water to 50 households within 6 months.

Activity: Develop a comprehensive workplan for the project, listing all tasks

Activity	When	Who	Cost

GRANT SUMMARY STEPS

1. Identify your problem
2. Find the right grant
3. Prepare your story/application
4. Review
5. Submit application

REMINDERS

Grant Review Process:

- Process, criteria, timeline, feedback
- Keep trying – fishing…

Project Implementation:

- Document all spending carefully
- Track all activities
- Measure outputs and outcomes
- Reporting
- Remember the good stories
- Remember the possibility of continued grants - REPUTATION

GRANT SOURCES

○ **Canada Fund for Local Initiatives**
https://www.international.gc.ca/world-monde/funding- financement/cfli-fcil/index.aspx?lang=eng

○ **France**
https://vu.ambafrance.org/Appel-a-projets-Fonds-Pacifique-2025
https://vu.ambafrance.org/Micro-Project-financing-program-1481
https://vu.ambafrance.org/CALL-FOR-PROJECTS

○ **Australia**
https://vanuatu.embassy.gov.au/pvla/directaidprogram.html

○ **New Zealand**
https://www.mfat.govt.nz/en/aid-and- development/pacific-innovation-hub

○ **SPC**
https://www.spc.int/grants

○ **Climates Australia**
https://climates.org.au/ and https://climates.org.au/micro-grants/

○ **Grants Calendar**
https://climates.org.au/services/grant-calendar/

○ Also connect with VCAN

Top Tip
Make sure you’re part of the VANGO CBO messenger group to hear about other opportunities

PROJECT LIFECYCLE

Applying for a grant, is just one part of the project lifecycle.

It is important that attention is given to all the different parts of the lifecycle.

RESPONSIBLE GRANT MANAGEMENT - FRAUD PREVENTION

- **Fraud Includes:** misdirecting funds, altering records, manipulating contracts, and concealing irregularities.
- **Management Responsibility:** Board and Executives are responsible for fraud detection and prevention.
- All organisations should have Policies & Procedures to prevent fraud.
- **Regular Risk Assessments:** Management conducts periodic fraud risk reviews and implements additional risk measures.
- **Awareness & Reporting:** Employees are trained on fraud risks and encouraged to report concerns.
- **Investigation Process:** Reports go to the CEO, Finance Officer, or Board Treasurer.
- **Confidentiality & Neutral Oversight:** If necessary, a neutral external party is appointed for investigations.

RECAP - GRANT WRITING, PROJECT PLANNING AND PROJECT LIFECYCLE

- Know how to use grant writing language
- Apply the basic steps in grant writing
- Identify and assess accessible grant sources
- Develop budget/workplan and submit
- Understand the Project Lifecycle
- Responsible Grants Management

REVIEW AND REFLECTION

"Tell me and I forget, teach me and I may remember, involve me and I learn."

Benjamin Franklin

PART 3

Templates & Further Information

- VANGO Code of Accountability
- Constitution
- Code of Conduct
- Safeguaring Code of conduct
- Finance Policy
- Porject Plan
- CSO Bank Account Requirements

VANGO Code of Practice on Accountability and Transparency for Civil Society Organizations in Vanuatu

Summary

The Code of Practice on Accountability and Transparency (CPAT) for Civil Society Organizations in Vanuatu is a voluntary, self-regulatory code of good practice for Civil Society Organisations (CSOs) operating in Vanuatu. The code aims to improve overall CSO effectiveness and increase stakeholder trust by enhancing the transparency and accountability of CSOs committed to the Code. Those CSOs that sign on to the Code are required to implement all applicable aspects of the Code, using the training, implementation guidance and other resources provided.

1. Overview and background

Civil society organizations are a vibrant and essential feature in the democratic life of countries across the globe. CSOs collaborate with the full diversity of people and promote their rights.

The essential characteristics of CSOs as distinct development actors – that they are voluntary, diverse, non-partisan, autonomous, non-violent, working and collaborating for change – are the foundation for the Istanbul principles for CSO development effectiveness[1] and the larger International Framework.

They guide the work and practices of civil society organizations in both peaceful and conflict situations, in different areas of work from grassroots to policy advocacy, and in a continuum from humanitarian emergencies to long-term development.

The purpose of the Vanuatu Code of Practice on Accountability and Transparency is to provide a set of standards and core values for Vanuatu civil society organizations (CSO) to practice mutual accountability for their effectiveness in development activities. It sets out guidance for Vanuatu CSOs and development partners about how to interpret and apply the Istanbul Principles and related agreements in Vanuatu and in their own organization.

This Code includes general standards and values for ethical functioning, as well as specific principles and practices that CSOs should adhere to and apply to directly implement transparency and accountability This code is recommended as a voluntary standard of self-regulation and self-governance by CSOs in Vanuatu, and as a standard for CSO self-evaluation.

The Code of Conduct will adapt over time to meet the changing environment, the needs of stakeholders and emerging good practice from within the sector.

2. Primary Terminology

Code of Practice on Accountability and Transparency and Accountability (CPAT) provides a set of standards and core values to be undertaken by Vanuatu CSOs to practice effective transparency and accountability towards development effectiveness.

Civil Society Organizations (CSOs) refers to organizations established voluntarily by people, outside government structures, and which operate on the principles of voluntary actions, democracy, independence, self-reliance and on a non-profit basis for development effectiveness. CSOs include non-governmental organizations (NGOs), community organizations, faith-based organizations, indigenous organizations and more.

Effective Development refers to activities undertaken in order to reduce poverty and address global justice issues that support sustainable development goals. In the CSO sector, this can happen through a range of activities, that includes community projects, emergency management, community education, advocacy, provision of technical and professional services and resources, environmental protection and restoration, and promotion and protection of human rights.

The CPAT Code forms the basis of effective work in all of these areas.

Transparency refers to the provision of information in a clear, exact and timely manner, complying with the principles of development effectiveness.

Accountability refers to responsibilities among stakeholders for explaining, providing and justifying specific practices needed for development effectiveness.

3. Scope of Application

The Code of Transparency and Accountability shall apply to civil society organizations in Vanuatu. It shall also apply to the members, employees, and volunteers of those CSOs.

4. Principles of Ethics

In order to move toward development effectiveness, Vanuatu CSOs commit to the Istanbul Principles on Development Effectiveness. These have been recognized worldwide (by CSOs, governments, donors and private sectors), adopted at the High-Level Forum IV on Aid Effectiveness in Busan, Korea on November 2011, and endorsed by the Vanuatu government[1]. The principles[2] are as follows:

a. Respect and promote human rights and social justice.
b. Embody gender equality and equity while promoting women and girls' rights
c. Focus on people's empowerment, democratic ownership and participation
d. Promote environmental sustainability
e. Practice transparency and accountability
f. Pursue equitable partnerships and solidarity
g. Create and share knowledge and commit to mutual learning
h. Commit to realizing positive sustainable change

This code focuses on the principle of Practice Transparency and Accountability.

5. Principles of Practice on Accountability and Transparency

The 7 principles of practice covered in this Code include Vanuatu law, Governance Principles, Governance Principles for Umbrella Organizations, Transparency and Accountability regarding Human Rights, Transparent and Accountable Management of Human Resources, Transparent and Accountable Financial Management, Communications and Fund Raising, and Code Implementation, Review and Revision.

[1] http://www.oecd.org/dac/effectiveness/busanadherents.htm
[2] See Addendum 1 for guidance on the implementation of the principles

5.1 Vanuatu Law

All CSOs must comply with Vanuatu law, as outlined in the Charitable Associations (Incorporation) Act [CAP.140] and Amendments[1].

Key Vanuatu legal requirements include:

- The CSO must be duly registered with the Vanuatu Financial Services Commission
- Its registration must contain a statement of assets and the liabilities, a certified copy of the articles/rules/constitution of organization which includes:
  i. the manner of appointment and removal of committee members;
  ii. the manner of changing the articles/rules/constitution;
  iii. the manner of dissolving the association;
  iv. the manner of disposal of assets on dissolution or cancellation of certificate of incorporation
- The organization must provide to the VFSC a report on its operations of the preceding year, within 3 months of the anniversary of the organization's incorporation and following the prescribed form and fee schedule.

5.2 Governance Principles of Practice for Accountability and Transparency

Adding to the above minimum legal requirement, this Code commits CSO members to the following principles of practice for accountability and transparency.

5.2.1 Mission Statement

CSOs must have a statement of vision, mission, values, and goals that are known throughout the organization and are shared with the public.

5.2.2 CSO Board

CSOs must have a board. The Board can be termed a Governing Board, Board of Trustees, Coordinating Board, Board of Advisors, or Committee (VFSC terminology). This is the highest management body of the organization. The Board represents the interests of the organization and ensures the organization's compliance with law.

Transparent and accountable CSOs should require that their Board have the following roles, mission and mandates:

[1] http://www.vfsc.vu/legislation/charitable-associations-incorporation-act-cap-140/

- The role and functions of the board should be clearly defined, including decision making and approval power for the organization's development strategies and some primary management policies of the organization such as personnel and financial policies. The Board will not directly manage the operation of the organization.
- The Board periodically monitors and evaluates the organization's performance results to ensure that the mission and objectives of the organization are being carried out.
- The Board receives updates about the organization's operations in a timely and accurate way to facilitate decision making processes and strategic orientation.
- The organization provides procedures for the nomination and election of Board members on a transparent basis based on specific criteria and qualifications relating to knowledge, experience and skills, to meet the needs of the development and mission-driven operation of the organization.
- The organization provides procedures for monitoring and evaluating the executive director/leader of the organization

5.2.3 Conflicts of interest

CSOs must have policies to ensure there are no conflict of interests in the organization.

5.2.4 Strategic plan

CSOs must have a strategic plan which ensures the active involvement of beneficiaries and other stakeholders and is approved by the Board.

5.2.5 Consistency with vision, purpose and values

CSOs must ensure that their strategic plan, programs and activities are clearly aligned with the vision, purpose and values of their organisation and that they are clearly communicated in their relationships with all stakeholders.

5.2.6 Accountability to primary stakeholders

CSOs must ensure that their purpose, governance and processes are shaped by their stakeholders and that the CSO work is open to review and comment by partners and participants. In all instances, those people directly affected by the CSO’s activities are considered the primary stakeholders and their views must be given the highest priority.

5.3 Additional Governance Principles of Practice for Umbrella Organizations

For CSOs which have members (associations) - CSO umbrella organizations should adhere to some additional standards and values as follows:

5.3.1 Governing mechanism

CSO umbrella organizations must have a governing mechanism that has authority and is independent from management to provide direction and control the organizations' operation.

5.3.2 Membership

CSO umbrella organizations must have clear membership criteria and transparent processes for accepting new members. They must also maintain a register of members updated regularly and made publicly available.

5.3.3 Membership Participation

CSO umbrella organizations must ensure the active involvement of members in the development of policy and strategy. They must also ensure that decision-making is not dominated by a small group of members.

5.4 Transparency and Accountability regarding Human Rights and Humanitarian Assistance

5.4.1 Human rights

CSOs will ensure that their activities respect internationally recognised human rights, especially vulnerable and marginalised people such as women, children, the elderly, people with a disability, minorities, refugees and displaced people, and people with or at risk of HIV/AIDS.

5.4.2 Protection of children

CSOs must be committed to the safety and best interests of all children accessing their services and programs or involved in campaigns, voluntary support, fundraising, work experience or employment. CSOs must be committed to the elimination of child abuse and must have in place Child Protection policies and procedures.

5.4.3 International standards for humanitarian assistance

CSOs commit to providing humanitarian assistance in times of disaster, armed conflict, internal displacement and protracted crisis, according to internationally agreed standards and principles of ethical practice. Such assistance, if provided, must follow the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, the Sphere Humanitarian Charter, companion documents such as the Livestock Emergency Guidelines and Standards, and more broadly, International Humanitarian law, Human Rights law and Refugee law, and other relevant International Conventions.

5.5 Transparent and Accountable Management of Human Resources

5.5.1 Organizational Structure

CSOs must be clearly structured to illustrate the cooperation and reporting relationship among departments and roles.

5.5.2 Human Resource Policies

CSOs have transparent personnel policies that include the terms of recruitment, fringe benefits, promotion, discipline, procedures for complaint and appeal, and insurance which are widely understood and implemented by all staffs.

5.5.3 Job Descriptions

CSOs have clear arrangement and allocation of functions, responsibilities and tasks for each department and position, which are clearly understood and implemented by all staffs.

5.5.4 Performance Review amd Development

CSOs must regularly evaluate and respond to their staffs on performance reviews. Based on need and performance, CSOs will have plans and activities for staff development.

5.6 Transparent and Accountable Financial Management

5.6.1 Financial Standards

CSOs must ensure and implement standards of accounting, finance and taxation in compliance with Vanuatu law.

5.6.2 Accounting Systems

CSOs must have in place effective systems to account for all income and expenditure (e.g. cash accounts, banking accounts, advances, reimbursements, payments, cost norms and other matters), and to provide evidence that can be used for accounting purposes.

5.6.3 Annual Audit

CSOs must have their accounts audited annually and make the results public to their stakeholders.

5.6.4 Annual Budget

CSOs have annual budget plans which are approved by the Board and a monitoring mechanism to ensure the effective usage of budget.

5.6.5 Control of funds and resources

CSOs will make every reasonable effort to ensure that funds or resources disbursed to partners or third parties are applied lawfully and in accordance with the promise to the donor, for a proper purpose and with proper controls in place.

5.6.6 Non-development activity

Funds and other resources designated for the purpose of aid and development must be used only for those purposes and not to promote a particular religious adherence or to support a political party. When a CSO undertake non- development activities, these will be clearly and accurately represented to the people they work with, donors and the public. Funds will be clearly separated by source and function.

5.6.7 Corruption

CSOs must not tolerate any improper influence, bribery, waste or other unethical behaviour by their staffs, volunteers, suppliers or other stakeholders. CSOs must have in place clear anti-corruption policies and disciplinary measures.

5.7 Communications and Fundraising

5.7.1 Transparency

CSOs must ensure transparent information about their programs and projects throughout the fund raising process and the process of project management.

5.7.2 Communication

CSOs must keep the related funders informed when more than one funding resource are used for the same single project/program activity.

CSOs must provide stakeholders with accurate, adequate and timely information about their activities, finances, lessons learned and other important information that can be disclosed within the limits of law.

5.7.3 Sustainable and Ethical Funding

CSOs should only receive funding for programs and projects that are consistent with their mission and goals and in compliance with the law. CSOs must diversify funding sources and, strive toward self-reliance rather than continued dependence on donor aid or charity.

5.8 Implementation, Review and Revision of the Code

5.8.1 Implementation

Following an initial consensus building process, during which at least 25% of registered CSOs in Vanuatu will commit to the Code, a comprehensive training process will be offered, supported by VANGO and PIANGO, along with support from relevant donor and government agencies. The training process will develop the necessary capacities in the CSOs to design and implement the organizational systems needed to effectively practice the code. The training will also offer a system of measurements and indicators to be used for CSO's CPAT compliance self-assessment.

5.8.2 Review and Revision

After the Code has been accepted by at least 25% of CSOs and training has been provided, a Committee comprised of representatives from CSOs that agree and commit to this Code on Accountability and Transparency and Accountability will be constituted. The Committee will meet in order to review and amend articles of the Code every two years and/or whenever the Committee realizes that some of the articles are no longer suitable to the changes of the social environment or in the CSO community.

CONSTITUTION and BY-LAWS

I. NAME:

The name of this organisation is:

____

II. PURPOSE:

Vision:

____

____

Mission:

____

____

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Objectives:

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III. MEMBERSHIP:

Membership of _______________________ shall be open to any person or organization who is interested in helping the Association to achieve its aims, willing to abide by the rules of _______________________ and willing to pay any subscription agreed by the management committee.

Membership shall available to anyone without regard to gender, race, nationality, disability, sexual preference, religion or belief. Individual members may be terminated for good reason by the management committee, but the member has right to be heard by the management committee before a final decision is made. Each member organization shall appoint representative to attend meetings of the Association and notify the Association secretary of the person's name.

IV. BOARD OF DIRECTORS

1. **Board role, size, and compensation**: The _________________ Board is responsible for overall policy and direction of the association, and delegates responsibility of day-to-day operations to the staff, volunteers and committees of _________.

The full board shall have __ members. Board members receive no compensation other than reasonable expenses.

2. Terms: All board members shall serve ___-year terms, but are eligible for re-election for up to ___ consecutive terms.

3. Meetings and notice: The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least ___ weeks in advance.

4. Board elections: After the first year of operation, ______________ shall hold a meeting to report to its members on the activities and progress of ___________. During that meeting, and at every subsequent annual meeting, Board members shall be elected to replace those whose terms will expire at the end of that year.

5. Election procedures: New Directors shall be elected by a majority of members present at such a meeting, provided there is a quorum present. Directors so elected shall serve a term beginning on the first day of the next calendar year.

6. Quorum: For business transactions to take place and motions to pass, there must be at least 60% of Directors present at the meeting.

7. Officers and Duties: There shall be four officers of the board, consisting of a chair, vice-chair, secretary and treasurer. Their duties are as follows:

- The **chair** will convene board meetings, preside at each meeting, and prepare an agenda with the Secretary; the chair also represents the Group at functions/meetings that the Group has been invited to, and is the spokesperson for the Group.
- The **vice-chair** will carry out the duties of the chair in his/her absence
- The **secretary** is responsible for keeping records of board actions, including taking minutes at meetings, sending out meeting announcements, distributing copies of minutes and the agenda, making sure that all records are maintained, and correspondence is attended to.
- The **treasurer** will make a report at each board meeting. The treasurer will help prepare budgets, develop fundraising and grant writing plans, and make financial information available to board members and the public.

8. Vacancies: When a vacancy on the board exists mid-term, the secretary will receive nominations for new members from present board members two weeks in advance of a board meeting. These nominations shall be sent out to board members with the regular board meeting announcement, to be voted upon at the next board meeting. These vacancies will be filled only to the end of the particular board member's term.

9. Resignation, termination, and absences: Resignation from the board must be in writing and received by the secretary. A board member will be terminated from the board due to excess absences, defined as more than three unexcused absences from board meetings in a year. A board member may be removed for other reasons by a three-fourths vote of the remaining directors.

10. Special meetings: Special meetings of the board can be called by the chair, or one-third of the board. Notices of special meetings are sent out by the secretary to each board member at least two weeks in advance.

VI. COMMITTEES

1. Committee formation: The Board may create special committees as needed, such as fundraising, public relations, data collection, etc. The Board Chair appoints all committee chairs.

2. Executive Committee: The four officers serve as the members of the Executive Committee. Except for the power to amend the articles of incorporation and bylaws, the Executive Committee shall have all the powers and authority of the board of directors in the intervals between meetings of the board of directors, and is subject to the direction and control of the full board.

3. Finance Committee: The treasurer is the chair of the Finance Committee, which includes two other board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plan, and annual budget with staff and other board Members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the Executive Committee. Annual reports are required to

be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to board members and the public.

VII. AMENDMENTS

The Constitution and the bylaws may be amended when necessary by two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular board announcements.

VIII. DISSOLUTION

The organization may be dissolved at any time, if decided upon by a two-thirds majority of the board of directors. Any assets remaining after all debts have been paid shall be donated to another charitable association with similar aims.

BYLAWS OF ____________________________

I. OPERATION

1. Powers: In order to achieve its aims, ______________________ may:

- Organize courses, project, programs and events
- Develop collaborative relations with other organizations, agencies and individuals
- Raise money, open bank accounts and take out insurance
- Employ staff, hire or acquire buildings and carry out any other lawful activity which will help it to fulfil its aims.

2. Executive Director and Staff: As soon as ________________________ funds permit, the Board will appoint an executive director who will have day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The executive director will attend all board meetings, report on the progress of the organization, answer questions of the board members and carry out the duties described in the job description. The board can designate other duties as necessary. Until an executive director is appointed, the executive committee of the board or its designated representative will be responsible for the day-to-day management of the organization.

3. Finance: Any money obtained by the CSO ________________________ will be used only for the purposes of the CSO. Any bank accounts opened for the CSO will be in the name of the CSO. Until an executive director is appointed, any checks issued shall be signed by the Treasurer and one other nominated Board member.

4. Operating Standards and policies: In carrying out its operations, ________________ will abide fully by Vanuatu law, covering Charitable Associations, Employment, and any other relevant pieces of legislation.

The Board will ensure _____________________ is registered with the Vanuatu Financial Services Commission and will update its registration annually. The Board will also ensure ________________________ meets other requirements, including membership with VANGO and registration with the Ministry of Internal Affairs NGO desk.

_____________________________ will also follow the general guidelines for CSO accountability and will issue specific guidelines governing conduct and safeguarding.

II. CONDITIONS OF OPERATION

1. All projects will focus on empowering beneficiary populations, using participatory, consultative, and sustainable practices and processes

2. All projects will aim to create unity in spirit, in action and in outcome

3. All projects will involve collaborative use of human and other resources,

4. All projects will be designed to operate on a minimal cost basis

5. All projects will have a grassroots foundation, promote self-sufficiency, self-reliance and community growth

6. All proceeds will benefit community growth and the ongoing operation of the CSO.

CERTIFICATION

The Constitution and Bylaws were approved at a meeting of the board of directors by a two-thirds majority vote on ______________________

Secretary Date:
Committee Members, dates and signatures:

CODE OF CONDUCT

This Code of Conduct provides all persons in positions funded or engaged with ___________________________ with standards and guidelines to follow when facing difficult ethical decisions or situations. It seeks to protect both the organisation and the individuals involved. The rules and guidelines in this Code of Conduct, specify what the organisation expects of you and what you can expect from the organisation. _______________ is committed to implementing, monitoring and enforcing the Code. Not following the Code also provides basis for disciplinary action, including potentially nullifying the organisations agreement with you.

As a person in a position funded or engaged through the _______________, I will:

1. Uphold ____________'s integrity and reputation by ensuring my conduct is professional as well as my personal actions.

I will seek to enhance public confidence in _______________ by being accountable for the professional and personal actions I take.
I will not work under the influence of alcohol or use, or be in possession of, illegal substances on _______________ premises or accommodations.

2. Treat all people with respect and dignity and challenge any form of harassment, discrimination, intimidation, exploitation or abuse.

I will respect all people's rights, including children's rights, and I will contribute to mutual respect, integrity, dignity and non-discrimination at work.

I will not discriminate against fellow colleagues, community members, or any other people I work with as part of my position, on the basis of age, disability, language, sex, sexual orientation, gender identity, religion, country or island of origin, or any other area identified in the human rights framework used by _______________.

I understand that _________________ has a policy of zero tolerance of any harassment, bullying, intimidation, exploitation, or abuse. I also understand and will closely follow the __________________ safeguarding and child protection policies and guidelines.

I will ensure that my relationships and behaviour are not exploitative, abusive or corrupt in any way, and I will not engage in sexual abuse or exploitation of any persons of any age.

I will not have sexual relations with children (defined as under 18 years old) or with beneficiaries (in exchange for assistance or any other reason).

While acting in or in relation to my employment, contract, Taskforce membership or volunteer work with ________________, I will also not exchange money, offers of employment, employment, goods or services for sex.

I will report any such behaviors in the workplace by others to the Board Chair or Board members.

3. Perform my duties and conduct my private life in a manner that avoids possible conflicts of interest with the work of I will act against any form of corruption and not offer, promise, give or accept any bribes.

I will declare if any activities in my private life directly impact, affect, or conflict with my engagement with ____________________.

If my financial, personal, or family interests directly or indirectly impact on a decision of the organisation, I will raise the matter to those involved and will request to be excluded from the decision-making process, if at all possible.

I will act against any form of corruption and not offer, promise, give or accept any bribes.

I will declare if any activities in my private life directly impact, affect, or conflict with my engagement with the organisation..

4. Be responsible for the use of information, equipment, money and resources to which I have access by reason of my association with _____________.

I will use my discretion when handling sensitive or confidential information.
I will seek authorization before communicating externally in the organisations name and will avoid any unintended detrimental repercussions for me or the organisation.

I will not share any confidential information related to the organisations activities or matters, unless I am specifically authorized to do so, as part of my position or function.

I will appropriately account for any of the organisations money and property that i have utilized, including use of internet and email.

I will be mindful of appropriate risk assessments. I will comply with local security guidelines, including established government systems in case of cyclones or other natural disasters.

I will behave in such a way as to avoid any unnecessary risk to the safety, health and welfare of myself and others, including partner organizations and beneficiaries.

5. Promote human rights and positive change.
I will ensure that my conductis consistent with the human rights frameworkto which the organisation subscribes.

Recognizing that we live in a world of systemic inequality, I will endeavor to create positive changes through striving to ensure that all the organisations initiatives are:
o optimally inclusive of women and girls, people with disabilities, people of all ages, and people with diverse sexual orientation and gender identity
o promote empowerment of and support to marginalized groups
o promote positive economic empowerment
o use local labour and local materials to the greatest extent possible
o reflect and promote justice and equity

6. Protect the environment and oppose criminal or unethical activities
I will do my best to protect the natural environment and work in a sustainable way, following the organisations environmental policy.

I will contribute to preventing all forms of criminal or unethical activities.

I will inform the organisation of any relevant criminal convictions or charges I have had prior to my association with the organisation. I will also notify the organisation if I face any criminal charges during my association with it that may impede my ability to perform the duties of my position.

In accepting my appointment as a Board members, staff, consultant, or volunteer, I agree to discharge my duties and to regulate my conduct in accordance with the requirements of this Code.

Name………………… Date…………
.
Signature…………………………………………...

Child Safeguarding Code of Conduct

The Child Safeguarding Code of Conduct outlines, safe, acceptable and professional behaviour in relation to children.

__________________ is committed to the safety and protection of children in all its work as outlined in the Child Safeguarding Policy. This Code applies to all the organisations Board members, members, volunteers, staff, consultants, and others formally funded through or engaged by the CSO. The Code provides clear guidance for their behaviour and serves as a guide to make decisions in the best interests of children in their professional and private lives, and applies at all times, whether during or outside of working hours.

In my employment or engagement with the organisation, I agree to, at all times:

- Conduct myself in a manner consistent with the organisations values and the Child Safeguarding Policy
- Treat all children with respect regardless of their race, colour, gender (including gender diverse children), language, religion, opinions, nationality, ethnicity, social origin, property,, disability, sexual orientation or other status
- Immediately disclose all charges, convictions and other outcomes of an offence that I was/am subject to and relates to child exploitation and abuse, including those under traditional law, which occurred before or occurs during association with the organisation.
- Not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, intended to humiliate or culturally inappropriate
- Not engage children in any form of sexual intercourse or sexual activity including paying for sexual services
- Wherever possible, ensure that another adult is present when working near children
- Not sleep close to unsupervised children unless absolutely necessary. However, where necessary, immediately report this to my manager and if possible, make sure another adult is present (noting that this does not apply to my own children or in cases when I am acting as a guardian)
- In the capacity of my employment or engagement with the organisation, not visit a child's home alone or invite unaccompanied children into my own home or accommodation, unless they are at immediate risk of injury or in physical danger

- Comply with all relevant Vanuatu and local legislation, including labour laws in relation to child labour
- Not use physical or humiliating punishment on children
- Not consume alcohol or illicit drugs when working with or in contact with children involved in the organisations programs, activities or events
- Not discriminate against or act in favour of particular children to the exclusion of others
- Not seek to make contactor spend time with any child connected with the organisation programs or activities outside of the designated program or activity time
- Not abuse my position to withhold professional assistance, or give preferential treatment, gifts or payment of any kind to a child, or another person in relation to a child in order to solicit any form of advantage or sexual favour from a child.
- Not engage in physical contact with a child that is: unprofessional (such as kissing or cuddling), abusive, unnecessary or excessive, that makes a child feel uncomfortable or unsafe, or in a culturally insensitive way (necessary physical contact would include attending to an injured child or removing a child from a dangerous situation).
- Not hire children for domestic or other labour: which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury
- Not do things for children involved in the organisations programs, activities or events of a personal nature that they can do for themselves such as toileting, bathing or changing their clothes
- Not use any computers, mobile phones, video cameras, cameras or social media to exploit or harass children, or access child sexual exploitation material through any medium
- Not condone or participate in behaviour with children which is illegal, unsafe or abusive
- Speak with Management about any concerns I have of my involvement in any situation where my words, actions or behaviour may be interpreted as a breach of this Code of Conduct
- Act professionally towards children with whom I interact, whilst at the same time showing genuine care and compassion

Responsibility to speak up: In addition, I agree to immediately report if I hear, witness or experience any incident of misconduct within the organization, especially those concerning the safety or wellbeing of a child, and/or a possible breach of the Child Safeguarding Policy and/or or Code of Conduct in accordance with the Child Safeguarding Reporting Procedures

Procedures: Any violations of ____________________________ Safeguarding procedures must be reported immediately to the organisations Chairs or Attorney General

Media/PR responsibility: To ensure the privacy and safeguarding of children when photographing or filming a child or using children's images or stories for work-related purposes including promotion, fundraising and development education, I agree to:

- Take care to ensure local traditions or restrictions for reproducing personal images are adhered to before photographing or filming a child;
- Obtain informed consent from the child and/or parent or guardian of the child before photographing or filming a child or obtaining their story. An explanation of how the photograph, film or story will be used must be provided;
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately
- clothed and not in poses that could be seen as sexually suggestive;
- Ensure images and stories are honest representations of the context and the facts;
- Ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images or stories in any form

I have read the organisations Child Safeguarding Code of Conduct and understand my personal responsibility to abide by the Code of Conduct at all times to protect myself and the children with whom I may come into direct or indirect contact through my work for or with ____________________. Failure to abide by this Code may result in disciplinary action outlined within the Child Safeguarding Policy.

Print Name:

Signature:

Date:

Financial Policy

Philosophy
The purpose of financial management in the operation of all the organisations activities is to fulfil the organisation's mission in the most effective and efficient manner and to remain accountable to stakeholders, including clients, partners, funders, employees, and the community. In order to accomplish this, ______________________ commits to providing accurate and complete financial data for internal and external use by the Executive Director and the Board of Directors.

Authority
The Board of Directors is ultimately responsible for the financial management of all activities. The Treasurer is authorized to act on the Board's behalf on financial matters when action is required in advance of a meeting of the Board of Directors.

· The Executive Director is responsible for the day-today financial management of the organization. The Board authorizes the Executive Director to hire and supervise staff and independent consultants, pay bills, receive funds, and maintain bank accounts, following the budget as established and approved by the Board.

· The Executive Director shall be supported in finance management by the Board Treasurer and/or Finance Officer.

· All financial transactions shall be carried out through official accounts and channels and in the name of the____.

· The Executive Director is authorized to sign checks and make bank transfers for bill payments up to _________ vatu. All checks and bank transfers require the signature of both the Executive Director and the Board Treasurer or Board Chair.

· The Executive Director is authorized to enter into contracts for activities that have been approved by the Board as a part of budgets or plans. The Board of Directors must authorize any contracts outside of these parameters and all contracts with a financial value greater than _______ vatu.

The Executive Director is authorized to manage expenses within the parameters of the overall approved budget, reporting to the Treasurer/Finance Committee on any variances and the reason for these variances.

The Board of Directors must approve any use of the board designated cash reserve fund.

Responsibilities
Working with the Treasurer and/or Finance Officer, The Executive Director shall:

- Keep detailed and accurate records of all financial activities, including incoming funds and expenditures.
- Ensure that all bank accounts are reviewed and reconciled at least once monthly.
- Account for donor restricted and board designated funds separately from general operating funds, and clearly define the restrictions applicable to these funds.
- Report the financial results of the organisation operations according to the schedule established by the Treasurer/ Finance Committee, but at least monthly and quarterly.
- Pay all obligations and file required reports in a timely manner.
- Make no contractual commitment for bank loans, corporate credit cards, or for real estate leases or purchases without specific approval of the Board.
- Record fixed assets with purchase prices greater than _______ vatu as capital assets in accounting records.
- Limit vendor credit accounts to prudent and necessary levels.
- Obtain competitive bids for items or services costing in excess of ___________ vatu per unit. Selection will be based on cost, service, and other elements of the contract.
- The organisation may award the bid to any provider and is not required to accept the lowest cost proposal.

The Board of Directors shall:
- Review financial reports at each board meeting.
- Provide adequate training to members to enable each member to fulfill his or her financial oversight role.

Financial Transactions with Insiders
No advances of funds to employees, officers, or directors are authorized. Direct and necessary expenses including travel for meetings and other activities related to carrying out responsibilities shall be reimbursed.
In no case shall the organisation borrow funds from any employee, officer, or director of the organization without specific authorization from the Board of Directors.

Budget
In order to ensure that planned activities minimize the risk of financial jeopardy and are consistent with board-approved priorities, long-range organization goals, and specific five-year objectives, the Executive Director shall:

- Submit operating and capital budgets to the Finance Committee in time for reasonable approval by the Board prior to each fiscal year.
- Use responsible assumptions and projections as background, with the general goal of an unrestricted surplus.

Gift Acceptance

The organisation may accept contributions of goods or services other than cash that are related to the programs and operations of the organisation. However, any other contributions of non-cash items must be reviewed and approved by the Board of Directors before acceptance and all contributions shall be receipted. The Board shall review the contribution to ensure that there is no conflict of interest and that the acceptance of the goods or services shall in no way negatively affect the reputation of the organisation.

Protecting CSO Finances

1) The Executive Director, Treasurer, and Finance Officer will take special care that access is limited and security is ensured in the keeping of cash, cheques, hard copies of financial records, and any other valuable documents or resources. Secure and locked location(s) must be in place, with keys only accessible to those mentioned here.

2) The following items should be stored and locked at the end of each day: Cheque books, Deposit books, Receipt books, Petty cash, other cash on hand

3) Drawers and cabinets containing financial materials must be kept locked when not in use.

4) The Executive Director and Treasurer/Finance Officer are jointly responsible for the management of Petty Cash:

- All petty cash transactions will be recorded in the petty cash register, must be receipted, and cannot exceed 3,000 vatu.
- All cash must be kept in a secure, locked location, must be counted at the end of each working day, and checked against the petty cash register.
- Cash records and reconciliations are to be included in the monthly reports.
- Petty cash must be kept separate from other cash.
    - a) Petty cash will be up to a maximum 10,000 vatu.
    - b) Access to petty cash is limited to the Executive Director, Finance Officer and Treasurer.

Asset Protection

In order to ensure that the assets of the organisation are adequately protected and maintained, the Executive Director shall:.

- Plan and carry out suitable protection and maintenance of property, building, and equipment.
- Avoid actions that would expose the organization, its board, or its staff to claims of liability.
- Protect intellectual property, information, and files from unauthorized access, tampering, loss, or significant damage.
- Receive, process, and disburse funds under controls that are sufficient to maintain basic segregation of duties to protect bank accounts, income receipts, and payments.
- Budget permitting, insure against theft and casualty losses to the organization and against liability losses to Board members, staff, or the organization itself to levels indicated in consultation with suitable professional resources

Conflict of Interest

- Members of the Board, the Executive Director and all other staff are prohibited from engaging in activities that might present conflicts of interest. Their positions may not be used for personal benefit.
- Board members, management and staff must disclose and take reasonable steps to avoid any conflict of interest (real or apparent) in connection with his or her employment.
- If any person has a personal financial interest in a transaction or decision of the organisation, they must fully disclose this interest before expenditures are made or contracts signed and abstain from decision-making in the matter.
- If any person has a personal interest in a hiring or HR related decision of the organisation , they must fully disclose this interest before decisions are made or contracts signed and abstain from decision-making in the matter.

Project Plan

Project Name:

Background

- Specific issues/opportunities your project will aim to address.
- Any relevant information about the work your organisation has done to date / the need for the project etc.

Project Overview

- What does the project seek to deliver – the Goal. SMART.
- What are the inputs (e.g time, resources, volunteers, infrastructure, research, consultants , materials
- What are the activities that will be undertaking as part of the project
- What will the result of the project (the outputs) - eg xx meetings, xx people involved, xx documents created etc

Project Outcomes

- What is the change you want to see as a result of the project – eg. People will be healthier, market vendors will be able to establish, the climate change
- Also what is the impact of the project (link to NSPD)

Project Workplan

Task / Activity	Resources needed	Duration

Project Risks

Project Budget

Expense Item	Unit cost	Qty	Total	Funded by

CSO Bank Account Requirements

BRED BANK

Account Forms:

- Business Institution Onboarding Form
- Business Signature Authority Form
- Individual Onboarding Form – **to be completed by individual signatory of the account**
- Bred Connect Form
- Fax Mail indemnity Form

Requirements upon opening a bank account:

- Certificate of incorporation – Current VFSC Certificate *Required*
- Financials/Cashflow Projection *Required*
- Board of Directors Resolution specifying: *Required*
- Names and positions of signatories; and *Required*
- Number of signatures required and mandates on the account *Required*
- Place of the meeting, Officers present and person presiding with the meeting *Required*
- Articles of Association / Statutes / Memorandum of articles*Required*

Required documents to provide for each Signatories:

- Valid passport /Driver's License/National IDs
- List confirming local address of the individual signatories of the account.

NATIONAL BANK

Account Forms:

- Customer Record Card (CRC Form AB.2).
- New/Existing Customer Data – Non-Person
- Ownership Declaration Form'
- Email Indemnity Form
- Initial Due Diligence Form

Requirements upon opening a bank account:

- Customer record Card *Required*
- Copy of Constitution/Rules/Objectives of Organization *Required*
- VFSC Certificate *Required*
- Minutes from Board/Committee authorizing signatories & how *Required*
- Statement signed by chairperson explaining nature of association, purpose of existence, membership and source of funding *Required*
- Ownership Declaration- (Declaration of who the ultimate beneficial owners are. Ie. Who manages the account and who will benefit from it). [Holdings of more than 10%] *Maybe Required*
- Personal Identification for all office bearers/signatories + copies of all documents [certified if originals aren't provided] *Required*

Required documents to provide for each Signatories:

- ·Personal Identification form
- ·New/Existing Customer data – Person.
- ·Ownership Declaration form

BANK OF SOUTH PACIFIC

Account Forms:

- Account Opening Form
- Money Laundering Questionnaire
- Customer ID Form Business
- Ultimate Beneficial Declaration Form
- Form IEI
- Customer ID Form Individual
- Notice of Authority

Requirements upon opening a bank account:

- VFSC Certificate
- Board Meeting Minutes stating who the signatories will be and how the account will be managed.
- Passport/National ID Card/ VNPF Card/ Birth Certificate

Scan the above QR code to access the VANGO CSO Dropbox.
This includes a range of template documents, forms and information sheets that will be useful as you establish and strengthen your Civil Society Organisation.

VANGO

VANUATU ASSOCIATION OF NGOs

WITH THE SUPPORT OF

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