



FIELD READY

Standard Policies

Version: February 2022

Overview

This document brings together many – but not all – Field Ready policies, procedures, guidelines and written positions. In many instances, noted by the included signature blocks, signed copies of the policies are to be attached to all Board Members, staff, consultants, interns and volunteers (known collectively as ‘team members’). Field Ready reserves the right to change any of these policies at any time without prior notice.

Policies can be found in other organizational documents and, given our global presence, may be embedded in policies with different titles or wording. For instance, our communications policy is found in our Style Guidelines, and separate HR and finance manuals cover our policies in those areas. In other instances, such as issues around data usage and privacy are found both in our Data Policy (contained herein) and in the privacy statement on our website. Similarly, fundraising is addressed in our gift policy and donation policies below. Field Ready does not have separate DRR, development or relief policies because these are our *raison d’etre*; it is what we do and who we are.

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Field Ready Charter

First Approved: June 2015	Latest Revision: April 2017
Applied to: All entities	Purpose: Vision, Mission & Goals

We understand that disasters and the resulting efforts to prevent and address their causes and consequences represent one of the grand challenges to humanity. We recognize opportunities to improve responses everywhere and stress the need to have a profound social impact. Thus, we have formed Field Ready – its organization, branches, subsidiaries and affiliates – because:

1. We believe that by making useful things locally, we can make the world a better place and that people should have essential items where and when they need them
2. Our vision is to meet humanitarian and reconstruction needs in ways that transform international aid so it is faster, cheaper and better than current alternatives
3. Our goals are to save lives and reduce suffering while increasing resilience and empowerment in the communities we serve
4. We bring manufacturing to challenging places, train others and create innovative solutions by engaging people in new ways
5. Ultimately, we created and strive to extend our approach everywhere it can make a profound impact
6. Our values include respect for others, a bias toward action, learning, and a lean and agile approach to support people’s rights and dignity
7. We initially focus our efforts on humanitarian contexts and stay through reconstruction to help the communities we serve to develop and be resilient beyond our presence
8. We subscribe to widely accepted humanitarian principles and endeavor to be a reliable and impactful partner everywhere we work
9. We unite in dedication to the tenets and principles outlined above
10. Together we subscribe to a single Global Operating Agreement



Field Ready Code of Conduct

First Approved: Jan 2014	Latest Revision: N/A
Applied to: All team members	Purpose: Making ethical values explicit

Field Ready team members shall:

- Conduct all activities with the understanding that the humanitarian imperative comes first.
- Treat everyone with respect, loyalty, patience, integrity, courtesy, dignity and consideration.
- Respect the culture and customs of the communities we serve.
- Be motivated by the altruistic desire to help those in demonstrable need. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind.
- Strive to behave in such a manner as to not bring disrespect or dishonor to Field Ready or fellow Contractors and Volunteers.
- Always comply with health and safety laws and regulations, as well as with Field Ready guidance covering health, safety and security.
- Adhere to the highest ethical standards. Field Ready places people at the center of our work. All Contractors and Volunteers must make every effort to ensure that no harm occurs as a result of our activities. We must perform actions that ultimately promote the rights, dignity and capabilities of people affected by disasters. Whenever innovative activities are undertaken, they must be done with fairness, equity and accountability.
- Understand and follow Field Ready’s policies and procedures.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that failure to comply with this policy will result in disciplinary action which may include termination.

Name (Print):

Signature:

x

Date:



Field Ready Harassment and PSEA (Preventing Sexual Exploitation and Abuse) Policy

First Approved: Jan 2014	Latest Revision: February 2022
Applied to: All team members	Purpose: Prevention of harassment and PSEA

Field Ready strongly believes in the human dignity of each individual. We follow humanitarian principles throughout our approach to programming and in our relations with our Team Members and the people we assist. This is spelled out in the Code of Conduct for the “International Red Cross and Red Crescent Movement and NGOs in Disaster Relief” and other documents including the Convention on the Elimination of Discrimination against Women (CEDAW).

Field Ready strongly condemns and prohibits any behavior on the part of any Field Ready Contractor, Volunteer, Consultant or Board Member (“Team Members”), Executive Director or Board of Directors member which constitutes anything that infringes upon the rights and dignity of others. This includes gender-based violence (GBV), sexual harassment, sexual exploitation or sexual abuse towards any other Team Member or beneficiary of a Field Ready program or activity. Field Ready is committed to providing a work environment that is free from discrimination and harassment. Field Ready is also committed to protecting vulnerable individuals from any and all forms of abuse and exploitation, including physical, mental or sexual. This policy applies to all Team Members, the Executive Director and Board of Directors members.

Please note: The utmost care should be made so that Team Members do not place themselves in a position where one is made vulnerable to allegations of misconduct.

Field Ready prohibits any and all conduct that may reasonably be interpreted as abuse and exploitation as defined above, regardless of whether or not such conduct meets the technical legal definition of criminal abuse or exploitation. Examples of this may include, but are not limited to: doing things of a personal nature for someone that they can do for themselves; condoning or participating in behavior that is illegal, unsafe or abusive; spending excessive time alone with vulnerable people; discriminating against any individual; and showing unfair treatment or favor to any individual over others.

Taking of images of vulnerable people (photography and video) is also strictly controlled and must be authorized by Field Ready. Furthermore, written permission is required for any distribution of a photo or video. Please refer to Field Ready’s Style and Branding Guide for further information.

In preventing and responding to GBV, harassment and SEA we will focus on three mutually reinforcing objectives: 1. hold each other accountable, 2. educate and empower Team Members and, 3. improve how we operate and manage. To be clear, humanitarian workers must create and maintain an environment that prevents sexual exploitation and abuse and

promotes the implementation of their Code of Conduct. Managers at all levels have a responsibility to support and develop systems that maintain this environment.

Sexual Harassment

Sexual harassment includes, but is not limited to: unwelcome sexual advances, requests for sexual favors and other verbal, nonverbal or physical conduct or communication of a sexual nature when:

1. The submission to such sexual conduct or communication is either implicitly or explicitly made a term or condition of an individual's employment or volunteer opportunities. Or the submission to such sexual conduct or communication is either implicitly or explicitly required for a beneficiary's initial or on-going access to the programs, services or materials supplied by Field Ready; or
2. The submission to or rejection of that sexual conduct or communication is used as a basis for employment decisions affecting the individual's employment, volunteer opportunities or education; or a beneficiary's initial or on-going access to the programs, services or materials supplied by Field Ready; or
3. The conduct or communication has the purpose or effect of substantially interfering with an individual's employment or volunteer opportunities or a beneficiary's access to Field Ready programs, services or materials supplied by Field Ready; or
4. The conduct or communication creates an intimidating, hostile, or offensive working environment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic are not acceptable.

Sexual harassment includes harassment of women by men, of men by women, and same-sex harassment. Field Ready prohibits any and all conduct that may reasonably be interpreted as harassment as defined above, whether or not such conduct is pervasive enough or severe enough to meet the technical legal requirements of harassment.

Sexual Exploitation and Abuse (SEA)

Sexual Exploitation and Abuse occurs when a position of power is used for sexual purposes against a beneficiary or vulnerable member of the community. SEA can be defined as the act of coercing, luring or engaging a vulnerable individual in a sexual act, involvement in the sex trade, or pornography, with or without consent, in exchange for goods and services, money, drugs, shelter, food, protection or any other necessity or item of value. The following activities are prohibited when working with vulnerable communities and beneficiaries and are considered abusive when:

1. The submission to such sexual conduct or communication is either implicitly or explicitly made a term or condition of a beneficiary's initial or on-going access to the programs, services or materials supplied by Field Ready; or
2. The submission to or rejection of that sexual conduct or communication is used as a basis for a beneficiary's initial or on-going access to the programs, services or materials supplied by Field Ready; or
3. The conduct or communication has the purpose or effect of substantially interfering with a beneficiary's access to Field Ready's programs, services or materials supplied by Field Ready; or

4. The conduct or communication creates an intimidating, hostile, or offensive working environment; or
5. The conduct is inappropriate, unprofessional and unethical for humanitarian workers as in the case of sex with commercial sex workers and prostitutes.

Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behaviour is prohibited. This includes exchange of assistance that is due to beneficiaries. Any sexual relationship between those providing humanitarian assistance and protection and a person benefiting from such humanitarian assistance and protection that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of humanitarian aid work.

Field Ready is further committed to ensuring that all Team Members are made aware that they are expected to comply with the policy. In our normal recruitment and hiring process, each Team Member agrees to undergo training and sensitization to the issue (currently, through the following training tool: <https://www.interaction.org/courses/sea101/index.html>)

Reporting, Investigation & Referral

Field Ready is committed to ensuring everyone knows the steps to take and whom to contact when concerns arise regarding harassment, sexual exploitation and abuse. These policies apply equally to everyone regardless of ethnicity, gender, age, religion, disability or sexual orientation.

What to Report

Field Ready Team Members must report concerns or allegations of harassment and sexual exploitation and abuse or any alleged violation of Field Ready's policy covering this matter. Reports may include concerns from directly witnessing abuse or noticing someone acting in a concerning way. Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same aid agency or not, he or she must report such concerns via established agency reporting mechanisms.

How to Report

If any Field Ready Team Member, Executive Director, Board of Directors member, beneficiary or any other person(s) believes s/he has either witnessed or been the victim of abuse, harassment or exploitation during the course of work at Field Ready, s/he is expected to act quickly and get help. This involves taking every action possible to ensure that the victim is removed from the abusive or exploitative environment immediately. Referral should be made to relevant authority. In many cases, this shall be government but in some cases this may involve groups such the United Nations. In areas where this is of concern, the Field Ready senior most manager will proactively be in touch with qualified service providers who have capacity in safeguarding and care of victims.

If any type of misconduct is suspected, the Team Member should report concerns in the following order:

- Field Ready Supervisor and/or PSEA focal point (or, if not appropriate)

- Field Ready Executive Director (or, if not appropriate)
- Board of Directors (Trustees)

Field Ready Team Members who work with vulnerable individuals are required to report any violation of this policy within 24 hours of becoming aware of the violation. The report may be made in person or in writing and shall be submitted to the Contractor's or Volunteer's supervisor, or, if the supervisor is suspected to be involved in the misconduct, Field Ready's Executive Director. Under no circumstances are victims required to report the incident to the person involved in the misconduct or to a supervisor, whether or not the supervisor is alleged to be responsible for the misconduct. Care should be made so that Team Members do not place themselves in a position where one is made vulnerable to allegations of misconduct.

All Field Ready Team Members have a duty to manage sensitive information in a manner that is respectful, professional and that complies with the applicable law. Team Members must keep all information about any suspected or reported incidents strictly confidential, and must divulge only that information to the reporting lines involved in the investigation (mentioned above), except as required by law. Retaliation of any kind is strictly prohibited and will not be tolerated. Any retaliation committed against a reporting party will result in immediate termination.

All Field Ready Team Members are required to report instances of misconduct truthfully and responsibly and to cooperate fully in the investigation. Any Field Ready Team Member who is alleged to have sexually harassed or engaged in other sexual misconduct will be suspended with pay pending the outcome of the investigation. If Field Ready determines that misconduct has occurred, prompt remedial action will be taken, including the termination of the Field Ready Contractor and Volunteer Agreement. Intentional false reporting of sexual harassment and misconduct is also prohibited and will result in termination of the Field Ready Contractor and Volunteer Agreement.

To be clear, sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment. Field Ready has zero-tolerance for inaction on GBV, sexual harassment and SEA allegations, which means Team Members must treat every allegation seriously and pursue appropriate action to resolve it. This extends to and includes our partners.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that failure to comply with this policy will result in disciplinary action which may include termination.

Name (Print):

Signature:



Field Ready Child Protection Policy

First Approved: June 2015	Latest Revision: Feb 2022
Applied to: All team members	Purpose: Safeguarding all children

Field Ready strongly condemns and prohibits any behavior on the part of any Field Ready Contractor, Volunteer or Consultant (“Team Members”), Executive Director or Board of Directors member which constitutes anything that infringes upon the rights and dignity of others. Field Ready is committed to protecting children from any and all forms of abuse and exploitation, including physical, mental or sexual. This Annex shall apply to all Team Members, the Executive Director and Board of Directors members and those acting on behalf of the organization and shall be enforced in conjunction with Field Ready’s organizational Code of Conduct and SEA (Sexual Exploitation and Abuse) Policy. Additional guidance is provided in Field Ready’s staff handbook and communications documents (i.e., Style and Branding Guide) for use of images.

Field Ready is committed to conducting our activities in a manner that is safe for all children with whom we may be in contact. All Field Ready representatives are explicitly prohibited from engaging in any activity that may result in any kind of child exploitation or abuse. In addition, it is Field Ready’s policy to create and proactively maintain an environment that aims to prevent and deter any actions and omissions, whether deliberate or inadvertent, that place children at the risk of any kind of exploitation or abuse.

Definitions and Policies on Terms

Child protection is the safeguarding of children (individuals under the age of 18 years old) from exploitation and abuse. Exploitation is defined as the act of using a child for profit, labor, sexual gratification or other personal/financial advantage including slavery and trafficking.

Abuse is defined as the infliction of physical or emotional injury through intentional beatings, uncontrolled corporal punishment, persistent ridicule and degradation, neglect or sexual abuse. Any form of abuse is absolutely forbidden and constitutes a serious breach of this child protection policy. There are four universal categories of child abuse that would apply to both children and other vulnerable individuals:

1. **Sexual Abuse:** Child sexual abuse includes the actual or threatened sexual exploitation of a child including all forms of sexual activity such as rape, incest and pornography. Examples of this include engaging in sexual activity or having a sexual relationship with a child regardless of the age of majority/consent or custom locally. An underage child cannot legally give informed consent to sexual activity. Field Ready considers sexual activity with a child (with or without their consent) to be a serious issue that will result in disciplinary action being taken, including termination, and the pursuit of any other available legal remedy. This includes consensual sexual activity with a child over the legal age of consent of the country in which s/he lives and/or in which the offense occurs, but below 18 years.

Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence. Mistaken belief in the age of a child is not a defense. Child sexual abuse also includes behaving in a physically inappropriate or sexually provocative manner, sleeping in the same bed or same room as a child, or allowing a child with whom one is working to stay overnight at a home unsupervised.

2. **Physical Abuse:** Physical abuse includes the actual or likely physical injury of a child or a failure to prevent physical injury or suffering. Examples of this include hitting, kicking or otherwise assaulting children.

3. **Neglect:** Child neglect can include the failure to protect a child from exposure to excessive heat/cold, starvation, dehydration or other dangers. It can also be the failure to carry out important aspects of care resulting in the impairment or potential impairment of the child's health or physical/emotional development. This includes acting in ways that may be abusive or may place a child at risk of abuse.

4. **Emotional Abuse:** Emotional abuse includes the actual or likely severe adverse effect on the emotional *and* behavioral development of a child caused by persistent or severe emotional mistreatment or rejection. All abuse involves emotional mistreatment. This includes, but is not limited to, such as examples as: developing relationships with children that could be deemed exploitative or abusive; using inappropriate, offensive or abusive language; and making suggestions or offering advice which is inappropriate, offensive or abusive. It also involves acting in ways intended to shame, humiliate, belittle or degrade children, or otherwise perpetrate any form of emotional abuse.

Child Protection Stance

Field Ready is committed, through awareness, good practice and training, to minimize the risks to children and take positive steps to help protect children who are the subject of any concerns. We follow humanitarian principles throughout our approach to programming and in our relations with our Team Members and the people we assist. This is spelled out in the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and other documents particularly the Convention on the Rights of the Child (CRC). Field Ready's policy is to ensure compliance with host country and local child welfare and protection legislation, or international standards, whichever affords greater protection, and with US law, where applicable.

Field Ready management, which is ultimately responsible for this policy, is committed to taking all appropriate corrective actions, including disciplinary, legal or other actions in response to any violation. This applies to all relevant individuals (including those who committed a child protection violation and/or anyone who knew of such child safeguarding violation but failed to act). Field Ready management will take steps following any findings of a violation of this child protection policy to review its policies and procedures in order to identify and address any gaps or weaknesses that may have contributed to such violations occurring in the first place.

Everyone connected to Field Ready is expected to conduct themselves in a manner consistent with this commitment and obligation (including being cognizant of inadvertent actions such as taking

images). Any violations of this policy will be treated as a serious issue and will result in disciplinary action being taken, including termination and any other available legal remedy.

Although Field Ready's work does not normally involve direct contact with children, our preventive and response procedures will automatically increase in those contexts where our activities may put Team Members in proximity with children. These actions include:

- **Child Protection Risk Assessment:** A detailed child protection risk assessment (including mapping and reporting) will be carried out to identify potential risks to children from operations and activities with associated risk mitigation actions detailed before project implementation. In cases where children are directly involved in a project or activity, additional steps to link with the local child protection mechanism will be taken.
- **Child-Safe Recruitment:** In cases where children are directly involved in a project or activity, an additional screening of on-site Team Members is required, and this may include updated criminal background checks or a Statutory Declaration (signed statement of criminal record history) and enhanced interview questions and referee checks (verbal, as opposed to written, and the process documented). Field Ready commits to not contracting any individual found to pose an unacceptable risk to children.

Training: Field Ready is further committed to ensuring that all Team Members are notified of and made aware that they are expected to comply with child protection policy. In our normal recruitment and hiring, each Team Member agrees to undergo training and sensitization to the issue of child protection offered through Keeping Children Safe and Disaster Ready. In cases where children are directly involved in a project or activity, additional/refresher training may be required.

Child Protection Code of Conduct

In addition Field Ready Team Members are required to read and follow the Field Ready Child Protection Code of Conduct:

- Treat all children with respect
- Not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning 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 invite unaccompanied children into private residences, unless they are at immediate risk of injury or in physical danger
- Not sleep close to unsupervised children unless absolutely necessary, in which case the supervisor's permission must be obtained, and ensuring that another adult is present if possible
- Never use any computers, mobile phones, video cameras, cameras or social

media to exploit or harass children, or access child exploitation material through any medium

- Not use physical punishment on children
- 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
- Comply with all relevant local legislation, including labour laws in relation to child labour
- Immediately report concerns or allegations of child exploitation and abuse and policy non-compliance in accordance with appropriate procedures
- Immediately disclose all charges, convictions and other outcomes of an offence that relates to child exploitation and abuse, including those under traditional law, which occurred before or occurs during association with Field Ready.
- Be aware of behaviour and avoid actions or behaviours that could be perceived by others as child exploitation and abuse

Field Ready has a set of expected behaviors when photographing or filming a child or using children's images for work-related purposes (see Field Ready's Style and Branding Guide):

- 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 parent or guardian of the child before photographing or filming a child. An explanation of how the photograph or film 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 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 in any form
- Photographic images should be consistent with our approach to safeguarding and protecting children and should avoid damaging stereotypes
- Team Members will respect the rights of children and their parents/guardians (right to privacy, participation, and right to consent)
- Photography briefing notes for program participants include appropriate information about our safeguarding and protecting children strategy and will reflect best practice standards for external publishing

Reporting, Investigation & Referral

Field Ready is committed to ensuring everyone knows the steps to take and whom to contact when concerns arise regarding child protection.

Field Ready is committed to engaging in action that: 1) supports and protects children when concerns arise regarding their wellbeing; 2) supports those who raise such concerns; 3) investigates or cooperates

with any subsequent investigation; and 4) takes appropriate corrective action to prevent the recurrence of such activity. These policies apply equally to all children regardless of ethnicity, gender, age, religion, disability or sexual orientation.

What to Report

Field Ready Team Members must report concerns or allegations of child abuse, exploitation, or any alleged violation of Field Ready's Child Protection Policy. Reports may include concerns from disclosures from children, directly witnessing abuse, or noticing someone acting in a concerning way. Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same aid agency or not, he or she must report such concerns via established agency reporting mechanisms.

How to Report

If any Field Ready Team Member, Executive Director, Board of Directors member, beneficiary or any other person(s) believes s/he has either witnessed or been the victim of abuse, harassment or exploitation during the course of work at Field Ready, s/he is expected to act quickly and get help. This involves taking every action possible to ensure that the victim is removed from the abusive or exploitative environment immediately. If any type of misconduct is suspected, the Team Member should report concerns in the following order:

- Field Ready Supervisor and/or child protection focal point (or, if not appropriate)
- Field Ready Executive Director (or, if not appropriate)
- Board of Directors (Trustees)

Field Ready Team Members who work with vulnerable individuals are required to report any violation of this policy within 24 hours of becoming aware of the violation. The report may be made in person or in writing and shall be submitted to the Contractor's or Volunteer's supervisor, or, if the supervisor is suspected to be involved in the misconduct, Field Ready's Executive Director. Under no circumstances are victims required to report the incident to the person involved in the misconduct or to a supervisor, whether or not the supervisor is alleged to be responsible for the misconduct. Care should be made so that Team Members do not place themselves in a position where one is made vulnerable to allegations of misconduct.

At the same time, knowledge of child protection concerns must be reported to the appropriate referral pathway in the country or area. This will either be through the legitimate governing authority or, particularly where this does not exist or is in question, through the lead Child Protection Agency.

All Field Ready Team Members have a duty to manage sensitive information in a manner that is respectful, professional and that complies with the applicable law. Team Members must keep all information about any suspected or reported incidents strictly confidential, and must divulge only that information to the reporting lines involved in the investigation (mentioned above), except as required by law. Retaliation of any kind is strictly prohibited and will not be tolerated. Any retaliation committed against a reporting party will result in immediate termination.

All Field Ready Team Members are required to report instances of misconduct truthfully and responsibly and to cooperate fully in the investigation. Any Field Ready Team Member who is alleged to have sexually harassed or engaged in other sexual misconduct will be suspended with pay pending the outcome of the investigation. If Field Ready determines that misconduct has occurred, prompt remedial action will be taken, including the termination of the Field Ready Contractor and Volunteer Agreement. Intentional false reporting of sexual harassment and misconduct is also prohibited and will result in termination of the Field Ready Contractor and Volunteer Agreement.

In order to ensure relevance to local and international laws and maximum effectiveness in a changing global context, this policy will be reviewed and, where necessary, revised and re-approved, at least once every five years by the Directors or representatives appointed by the Directors of Field Ready.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that a failure to comply with this policy will result in disciplinary action including termination.

Name (Print): _____

Signature: _____ Date: _____



Field Ready Vulnerability & Safeguarding Policy

First Approved: Jan 2014	Latest Revision: N/A
Applied to: All team members	Purpose: Making ethical values explicit

As a non-governmental humanitarian and development organization, Field Ready is committed to full inclusion, freedom, safeguarding and support to groups and individuals who may be deprived, excluded and otherwise vulnerable. This is particularly the case in emergency situations – crises, conflict and disasters – where Field Ready has a focus and dedicated capacities.

The Agenda for Humanity, launched at the 2016 World Humanitarian Summit (WHS) addressed the need to protect and respect the rights of persons with disabilities, as well as other groups, in humanitarian crisis under transformation 3G on ‘including the most vulnerable.’ Field Ready was present at this Summit and actively pursues these objectives along with a focus on localization and related reforms.

The specific issue areas elaborated on in this policy are gender, people living with disability and older persons (a separate policy covers children) described below.

To be abundantly clear, as with all Field Ready policies, this policy is inclusive of all women and men, girls and boys, regardless of age, sexual orientation, gender identity, disability status, religion, ethnicity, socioeconomic status, geographic area, migratory status, forced displacement or health (e.g., people living with HIV/AIDS) status. Through its programs, Field Ready also actively promotes social cohesion, increases in freedom, reductions in tension and peace between people wherever possible and appropriate. Thus, the issues discussed here critical but not exhaustive to all the areas of concerned addressed explicitly by this policy.

Gender

Gender quality is more than simple parity but involves expansion of rights, freedoms, access and quality of life. Gender empowerment is achieved when women and girls acquire the power to act freely, exercise their rights, and fulfill their potential as full and equal members of society. Gender integration involves identifying, and then addressing, gender inequalities during strategy and project design, implementation, and monitoring and evaluation. Field Ready is dedicated to three strategic priorities related to gender:

- 1) Integrating gender equality and female empowerment into our work: This policy will be implemented by integrating approaches and actions to advance gender equality and female empowerment throughout our programming. Field Ready activity works to promote gender equality and female empowerment.
- 2) Addressing the unique challenges in crisis and conflict affected environments: USAID’s work in conflict affected and fragile states should promote women’s participation in all

efforts to prevent, resolve and rebuild following conflict; prevent and respond to sexual and gender based violence; and ensure that relief and recovery efforts address the different needs and priorities of women and men.

- 3) Pursuing an inclusive approach to foster equality: This policy is inclusive of all women and men, girls and boys, regardless of age, sexual orientation, gender identity, disability status, religion, ethnicity, socioeconomic status, geographic area, migratory status, forced displacement or HIV/AIDS status. Specifically, we will work to:
- Reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services economic, social, political, and cultural;
 - Reduce gender based violence and mitigate its harmful effects on individuals and communities; and
 - Increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision making in households, communities and societies

Although not a specific program area, Field Ready will work to prevent horrific practices such as trafficking, slavery and other forms of servitude.

People with Disabilities

The one billion persons with disabilities worldwide - of whom 80% live in the Global South - are among the most marginalized in crisis-affected communities. They are often unable to access appropriate basic assistance, including water, shelter, food, health or education and are rarely included in decision-making processes.

Field Ready works with partners to raise the issue of inclusion on the humanitarian agenda, together and in line with the UN Convention on the Rights of Persons with Disabilities (CRPD). The signatories of this promise that their future humanitarian actions will be inclusive of people with disabilities, based on five principles:

- 1) Non-discrimination and recognition of the diversity of people with disabilities;
- 2) Involvement of people with disabilities in developing humanitarian programs;
- 3) Ensuring services and humanitarian assistance are equally available for and accessible to all people with disabilities;
- 4) implementation of inclusive global policies;
- 5) Cooperation and coordination among humanitarian actors to improve inclusion of people with disabilities.

Field Ready's activities seek to address specific gaps with regard to inclusion and increasing the freedoms of people living with disabilities:

- 1) Lack of human resources and capacity. Uneven capacity and knowledge on mainstreaming inclusion of persons with disabilities in humanitarian programs continues to present challenges for humanitarian actors. While guidance exists and is being further

developed, implementation requires dedicated resourcing and practical support to humanitarian actors.

- 2) Lack of engagement with persons with disabilities and their representative organizations. OPDs and persons with disabilities face difficulties in accessing trainings on humanitarian action, and generally there remains a lack of collaboration between humanitarian stakeholders and disability-rights stakeholders.
- 3) Lack of understanding of intersectionalities. Understanding and addressing intersectionalities also remains a challenge for humanitarian actors. Silos between gender, age and disability actors exist.

Specific actions carried out by Field Ready including locally making useful items that improve the wellbeing of people with disabilities, modification of conditions (programmatic and environmental) to increase accessibility such as handrails and ramps, and review and amend human resource procedures to be more inclusive.

Older Persons

Population ageing has a profound impact on societies. It affects educational institutions, labor markets, social security, health care, long-term care and the relationship between generations. Active ageing is a central political concept that takes in not only the challenges, but also the opportunities of long-living societies. The abuse and neglect of older people remains a largely hidden issue, which leaves hundreds of thousands of older people experiencing, or at risk of, avoidable harm. Field Ready believes:

- Older people are equal members of society and should not be subjected to ageist attitudes, stereotyping or conduct.
- Human rights standards provide vital protection for older people by helping to change practice and procedure, culture and attitudes, and offering redress when breaches of human rights have taken place.
- Older people should be able to thrive whether they live in the countryside or in towns. They should be able to access essential services and live active lives
- We must all be supported to live and age well, and this means addressing the causes of poor health and embedding a culture of prevention in public services and policy. Health and care services must fully recognize the impact of both physical and mental health in maintaining our wellbeing.
- Older people should have choice and control over the support that they receive, so that it is tailored to their individual needs and preferences, and should be able to draw on a wide range of support which is not limited to traditional care services. No one should fall through the safety net due to over-standardized services or assessment of needs.
- Older people must be able to access health services that do not discriminate and that are equipped to provide safe, high quality care that's right for them.

- Develop a range of programs to meet the social and recreational needs of older people in partnership with local communities
- Develop appropriate methods of involving marginalized older people in programs, especially those aged 65 and over living alone in both urban and rural areas
- Provide appropriate sheltered housing for older people so that they can live independently and identify land suitable for these developments
- Create opportunities where young and older people can meet and mingle in their own community, by organizing intergenerational activities at community level



Field Ready Whistle-Blowing Policy

First Approved: Jan 2017	Latest Revision: July 2019
Applied to: All team members	Purpose: Protecting people who hold others accountable

Field Ready believes strongly in accountability, transparency and the respect for individuals. All Contractors, Volunteers, Consultants and Board Members (“Team Members”), the Executive Director, and Board of Directors members are encouraged to raise genuine concerns about possible misconduct in our operations, whether in matters of financial reporting or in any other matter not specifically addressed elsewhere. This is particularly important when the possible misconduct may negatively impact the beneficiaries of Field Ready.

This policy is designed to:

- Support the values and mission of Field Ready.
- Ensure that Team Members can feel comfortable raising concerns without fear of retribution.
- Provide a transparent and confidential process for dealing with concerns including, but not limited to: financial transactions, financial reporting, fraud/corruption, bribery, blackmail, criminal offenses, failure to comply with legal or regulatory obligations, miscarriage of justice; endangering the health and safety of other individuals; endangering the environment; concealment of any of the foregoing concerns.

This policy extends to all Field Ready activities (including cyberspace) and extends to Team Members, the Executive Director, Board of Directors members and other partner and beneficiary organizations with which we work.

Duties and Obligations of Team Members

1. If any Team Member has a concern about possible misconduct, s/he is obligated to report it immediately, either orally or in writing. Any such report should include full details and, if possible, supporting evidence. If a report is made anonymously, it is more difficult for Field Ready to take action. Reports should not be made anonymously unless the Team Member believes there is no other alternative. Team Members should report any concerns in the following order:
 - Field Ready Supervisor (or, if not appropriate)
 - Field Ready Executive Director (or, if not appropriate)
 - Board of Directors (Trustees)
2. Team Members who in good faith raise concerns covered by this policy shall be treated fairly and protected from victimization and other detrimental treatment.
3. Team Members shall fully cooperate with any investigations conducted by Field Ready.

Duties and Obligations of Field Ready

Field Ready shall treat all concerns brought to our attention seriously and in accordance with this policy.

1. Field Ready shall consider whether the alleged misconduct falls under the area of “whistle-blowing” contained in this annex or whether another policy (Annex 2: Protection, Harassment and Sexual Exploitation Policy; Annex 3: Child Protection Policy or Annex 5: Anti-Fraud, Anti-Terrorism & Anti-Corruption Policy) may better apply to the alleged misconduct.
2. If the alleged misconduct is determined to fall under this whistle-blowing policy, such allegations shall be reported in the order consistent with which Team Members shall report:
 - Field Ready Supervisor (or, if not appropriate)
 - Field Ready Executive Director (or, if not appropriate)
 - Board of Directors (Trustees)
3. If Field Ready determines that an investigation is warranted, we shall conduct a thorough and confidential investigation to the extent possible. Complete confidentiality protecting the identity of the Team Member will not always be possible. If a Team Member’s identity must be disclosed, s/he will be advised prior to disclosure unless there is legal requirement or police advice not to do so.
4. In the course of any investigation, Field Ready shall ensure that any person accused of alleged misconduct is fairly treated at all times and has the right to present his/her own account of events as early as possible during the investigation.
5. Field Ready will investigate, and treat as a serious matter:
 - Allegations made by a Team Member which are not in good faith and are found to be false or malicious
 - Actions by a Team Member intending to either prevent a fellow Team Member from making a confidential report or victimize that Team Member for raising concernsIntentional false reporting of misconduct is prohibited and will result in termination of the Field Ready Contractor and Volunteer Agreement.
6. Field Ready shall provide feedback to those who raise concerns in connection with this whistle-blowing policy. Such feedback shall include what steps have been taken to investigate and address the concern. Under certain circumstances, however, there may be a delay in giving feedback or a limit to what can be shared based on the advice of police and/or legal counsel.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that failure to comply with this policy will result in disciplinary action which may include termination.

Name (Print):

Signature:

x

Date:



Field Ready Conflict of Interest Policy

First Approved: Jan 2014	Latest Revision: July 2019
Applied to: All team members	Purpose: Prevention of corruption

Field Ready prohibits its Team Members (staff, volunteers, consultants and board members) from engaging in any activity, practice, or act which conflicts with, or appears to conflict with, the interests of Field Ready. Each Team Member is required to disclose any interest or involvement when participating in a transaction of the organization in which another party to the transaction includes himself, a close relative (spouse, parent, child, sibling, niece, nephew or in-law) or an organization with which the member of the board, the Team Members, or a close relative, is affiliated.

The purpose of the conflict of interest policy is to protect this tax-exempt organization's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an individual associated with Field Ready or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

In general, Team Members should refrain from: offering, soliciting or accepting gifts, except those of a nominal value, in return for an advantageous position; engaging in conduct that interferes with the primary time and effort obligation to Field Ready or divides his or her loyalty, or discredits Field Ready's name; or, disclosing confidential or proprietary information about Field Ready to third parties. A specific example may be a Team Member or close relative has a business or financial interest in any third party, such as a supplier of goods, provider of services, or lessor of property; dealing with Field Ready. Hiring a close relative is a violation of this policy.

Procedures

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

This policy is not intended to detail every situation that could give rise to a conflict of interest. A person with ordinary good judgment should know whether or not a particular activity involves an actual or potential conflict. Where there is doubt, the matter should be brought to the attention of the Executive Director, who will take action as appropriate.

Upon discovery of a potential conflict, either in procurement or hiring or any other area of organizational interest, the Team Member should make prompt disclosure to the Executive Director (and if s/he may be involved, the Board Chair), but no later than 30 days after the occurrence.

Failure on the part of the Team Member to abide by this policy will be considered a major misconduct and the person will be terminated immediately from Field Ready.

Each Team Member with governing board delegated powers shall sign this statement which affirms such person:

- Has received a copy of the conflicts of interest policy,
- Has read and understands the policy,
- Has agreed to comply with the policy, and
- Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that failure to comply with this policy will result in disciplinary action which may include termination.

Name (Print):

Signature:

_____x_____

Date:



Field Ready Anti-Fraud, Anti-Terrorism & Anti-Corruption Policy

First Approved: Jan 2014	Latest Revision: July 2019
Applied to: All team members	Purpose: Prevention of fraud, involvement in terrorism and corruption

I. Introduction – Fraud and Corruption Defined

Fraud is defined in this policy as an act carried out either by an internal source (Contractors, Volunteers, and consultants (“Team Members”), the Executive Director, and Board of Directors members) or external source (anyone else) with the deliberate intention of deceiving Field Ready, our donors, beneficiaries or the general public to either gain an advantage or cause loss. Similarly, corruption is dishonest or illegal conduct by those in power. Fraud and corruption include acts varying from theft to false accounting, from the builder who dishonestly conducts unnecessary repairs to the candidate who claims false qualifications on his/her job background. It may involve not telling the truth, failing to say something when a policy is at risk or abusing a professional position.

As defined by Field Ready, fraud and corruption include prohibited conduct such as:

- **Kickbacks:** No person shall provide or attempt to provide, solicit, accept or attempt to accept any item of value or necessity.
- **Influence:** No person may solicit, offer or accept any offer to exert economic, political or personal pressure or influence on another person for the benefit of any person, in return for a preference, favorable decision, or other advantage in an existing or proposed transaction.
- **Conflict of Interest:** Team Member conduct should not foster any suspicion of conflict between professional duty and personal interest.
- **Bid-Rigging:** With regard to any bid, request, proposal, or offer of assistance, no person shall agree with another person, who is, or except for such agreement would be, a competitor of such person to eliminate, limit or dilute competition or improperly influence or try to improperly influence, the making of an award, grant, contract or undertaking of any humanitarian organization.
- **Gifts:** No person may solicit, offer or accept any gift or thing of value greater than \$20 from any other person where there is an actual or potential business relation between such parties.
- **Grant Rotating:** No person shall engage in any agreement or collusive scheme to rotate or distribute among selected or predetermined persons the award of grants, contracts, or offers of assistance in contravention of the established policies of any donor humanitarian organization.
- **Discrimination:** In selecting suppliers, Field Ready shall not discriminate among them based on reasons irrelevant to stated purchasing requirements, including reasons concerning but not limited to the supplier’s gender, race, religion, age, or ethnicity.

II. Field Ready's Position on Fraud and Corruption

Field Ready has zero tolerance of fraud and corruption of any type or in any circumstances, whether perpetrated by Team Members, the Executive Director, Board of Directors members, partner or beneficiary. Fraud reduces our ability to help people in crisis. It is reprehensible for anyone to attempt to defraud a charity because this is in effect stealing from the most vulnerable and needy.

Likewise, we must ensure that we are not used to assist in money laundering, terrorism or any other nefarious or unlawful activity. The policy and procedures outlined here are designed to prevent those circumstances from arising in the first place.

Field Ready expects that its Team Members, Executive Director, Board of Directors members, partners and beneficiaries will have the highest standards of honesty at all times and will report all instances of fraud and corruption immediately. Specifically, this policy explicitly provides that:

1. No funds or assets will be used for any unlawful or improper purpose.
2. No political contributions will be made from Field Ready funds in any country, even in countries where such contributions may be legal.
3. Gratuities, business entertainment, meals and gifts that are both lawful and customary may be permissible, but may not be allowable. However, no payments, gratuities, or gifts will be made, directly or indirectly, to any official or employee or other Government or any Government agency.
4. Financial data required to be submitted to donors, including governments, must be accurate, complete and current and prepared in accordance with applicable grant requirements, where appropriate.
5. No payments will be solicited or received by a Team Member or relative of a Team Member from a vendor or sub grantee or prospective vendor or sub grantee.
6. Payments to agents, brokers or middlepersons may be made where required in the normal course of business to secure goods and services for Field Ready taking care that such payments are in line with prevailing practice. Agents' compensation must be reasonable in relation to the services performed and will not exceed the normal rate for transactions of a similar nature and size in the particular location.
7. All financial transactions will be accounted for accurately and properly. No undisclosed or unrecorded funds or assets will be established or maintained for any purpose.
8. Payments/cash transactions will be made only into and from bank accounts approved by Field Ready's Executive Director.

Field Ready requires its Team Members, Executive Director and Board of Directors members to abide by the foregoing standards of ethical behavior in their dealings with its suppliers, consultants, sub-grantees, subcontractors, and governments. Again, they are required to report any violations of these standards.

A special note on terrorist financing / excluded entities

Field Ready takes every step to ensure that we are not inadvertently used by either an individual terrorist or terrorist organization. In the past, government authorities have been concerned about

suspicious persons working for charities in various countries who used their positions for terrorist aims. Another concern is that an Team Members may use the charity's funds to support the terrorist aim rather than for the purpose that was originally intended.

Field Ready reserves the right to perform background checks on its Team Members, and these background checks may be updated every six months. Additionally, Field Ready performs due diligence to ensure that vendors and partners are not affiliated with any individual terrorist or terrorist organization/entity sanctioned or restricted by the US Federal Government or the United Nations. Specifically:

- **Terrorist Financing:** Field Ready cannot procure from firms/individuals who are considered "Specially Designated Nationals". Refer to: www.treasury.gov/offices/enforcement/ofac/sdn
- **Excluded Parties:** Field Ready vendors must be eligible for US Government contracts and must not appear all or in part on the registry of "Lists of Parties Excluded from Federal Procurement and Non-procurement Programs". Refer to: www.dol.gov/ofccp/regs/compliance/preaward/debarlst.htm
- **Source-Origin-Nationality:** Under no circumstances may goods or services be purchased, supplied from, contain any parts from, be manufactured in, or be shipped through any "foreign policy restricted countries". The Office of Foreign Assets Control of the US Treasury (OFAC) administers a number of different sanctions, blocking the assets and restricting trade to accomplish US foreign policy and security goals. Refer to: <https://www.treasury.gov/resource-center/sanctions/Programs/Pages/Programs.aspx>
The United Nations Security Council also maintains a sanctions list. Refer to: <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>

Preventing and detecting fraud and corruption

All Team Members, the Executive Director, Board of Directors members, partners and beneficiaries are responsible for fraud prevention and detection at Field Ready. All are obligated to report suspected fraud and corruption immediately (see section IV on Reporting below).

Promoting an Anti-fraud and Anti-corruption Culture

Field Ready purposely recruits and retains Team Members who have a proactive attitude to protecting and making best use of its assets in accordance with our vision and mission. This attitude is reinforced by our code of conduct and other policies and procedures contained in the Field Ready Contractor and Volunteer Agreement and its Annexes.

Deterrence and detection

Team Members, the Executive Director and Board of Directors members are responsible for reducing opportunities for fraud and corruption and improving detection rates. This can be achieved this by:

1. Identifying the risks to which operations, locations and assets are exposed
2. Maintaining/reinforcing adequate controls
3. Ensuring effective compliance with controls

Well-designed and cost effective controls include, but are not limited to, the following:

- Thorough Team Member recruitment procedures
- Physical security of assets, from computers to petty cash
- Clear organization of responsibilities and reporting line
- Adequate staffing levels
- Supervision and checking of output/performance monitoring. This may include random spot checks
- Segregation of duties to ensure that key functions and controls are not performed by the same Team Member
- Rotation of Team Members if appropriate (where long-term staff are employed)
- Complete and secure audit trails
- Budgetary and other financial reports in accordance with Generally Accepted Accounting Principles (GAAP). Audited financial reporting if appropriate.

Major deterrents to perpetrating fraud and corruption are the risk of being caught and the severity of the consequences. Field Ready will always take robust action, including prosecution, against those who commit fraud. Most frauds (over 50%) are discovered through the normal operation of controls. Information from third parties accounts for around 30% of cases.

Because they are protected under the whistle-blowing policy (Annex 4), Team Members should report suspicions of fraud. Partner organizations, beneficiaries, suppliers, or other individuals/organizations are also encouraged to report their suspicions. In addition to reporting the fraud to the police, Field Ready will actively pursue the recovery of assets using all legal means.

III. Working with Partner Organizations

When working with partner and donor organizations (including accepting resources from donors) due diligence may be used to detect and prevent fraud or corruption within these organizations. Without this due diligence, Field Ready could risk being inadvertently associated with an individual or organization that engages in illegal activities or other activities inconsistent with our vision, mission and other policies contained herein. Examples of due diligence include, but are not limited to ensuring:

- partners' financial reports and proposed budgets are thoroughly reviewed prior to any partnership with Field Ready
- that a thorough, documented partner assessment is undertaken prior to engagement to assess the partner's control environment
- that Field Ready policies are shared and understood by partner staff, where partner's own policies are considered inadequate, conflicting or do not exist (e.g. procurement policy)
- a signed partnership agreement supports all work with partners

IV. Reporting

Field Ready's policy is that Team Members, the Executive Director, Board of Directors members, partners and donors conduct their activities morally, ethically, and in the spirit of accountability

and transparency, and in conformity with applicable laws, regulations and practices common to responsible corporations and non-government organizations. This is intended to prevent corruption and other types of fraud.

It is the responsibility of all Team Members, the Executive Director and Board of Directors members to report any suspicions of actual or attempted fraud/corruption. Team Members who in good faith raise concerns covered by this policy shall be treated fairly and protected from victimization and other detrimental treatment. Team Members shall fully cooperate with any investigations conducted by Field Ready.

All reports of suspected fraud or corruption will be investigated. Control weaknesses identified as a result of reported instances will be addressed immediately to help prevent future similar occurrences. If any type of misconduct is suspected, the Team Member should report concerns in the following order:

- Field Ready Supervisor (or, if not appropriate)
- Field Ready Executive Director (or, if not appropriate)
- Board of Directors (Trustees)

If a report is made anonymously, it is more difficult for Field Ready to take action. Reports should not be made anonymously unless the Team Member believes there is no other alternative.

Intentional false reporting of misconduct is prohibited and will result in termination of the Field Ready Contractor and Volunteer Agreement.

V. Investigation Procedures

Once a suspected case of misconduct is reported, the suspected Team Member(s) will be placed on administrative leave while the investigation is carried out. During the course of any investigation, Field Ready shall ensure that any person accused of alleged misconduct is fairly treated at all times and has the right to present his/her own account of events as early as possible during the investigation.

Field Ready shall respect local laws and the inquiry will be carried out in as an efficient manner as possible. If, in the course of the investigation, it is determined fraud or corruption was indeed attempted or carried out, the Team Member's Contractor and Volunteer Agreement will be immediately terminated and the Team Member may be subject to legal proceedings.

If Field Ready determines that an investigation is warranted, we shall conduct a thorough and confidential investigation to the extent possible. Complete confidentiality protecting the identity of the Team Member will not always be possible. If a Team Member's identity must be disclosed, s/he will be advised prior to disclosure unless there is legal requirement or police advice not to do so.

I have read and/or someone has read this policy to me. I understand the contents of this policy and that I am responsible for complying with its provisions. I further understand that failure to comply with this policy will result in disciplinary action which may include termination.

Name (Print):

Signature:

x _____

Date:



Field Ready Governance Policy

First Approved: Jan 2014	Latest Revision: N/A
Applied to: All entities	Purpose: Framework for governance

Field Ready believes that good governance is necessary for an effective, sustainable and healthy organization. This includes its organization, branches, subsidiaries and affiliates (defined below). Having term limits for boards of directors encourages new life and leadership within the board and contributes to creating and sustaining a healthy and growing affiliate. The Charter and Global Operating Agreement ensures that while programs, leadership and structures may change, the mission and main tenets remain constant.

Field Ready desires to grant the ability to establish and operate other Field Ready affiliates, branches and subsidiaries affiliates of Field Ready, Inc., a US-based nonprofit (501c(3)), non-governmental organization. These other entities will:

- Have clearly identified geographical jurisdictions (namely, a country or countries)
- Be subject to the terms and conditions of this Global Operating Agreement
- Be conditioned upon each entity’s continual adherence and conformity to Field Ready, Inc.’s aims, strategy and approach
- Keep in good standing with organization bylaws
- In the cases of affiliates and subsidiaries, have their own organizational documents to enable each to operate under particular jurisdictions

Consistent with the Field Ready Charter, and in consideration of the mutual promises and covenants contained in the Global Operating Agreement, each new branch, subsidiary and affiliate agrees to be bound by the terms contained therein.

“Affiliate” relates to another legal entity with a close connection to Field Ready, Inc. However, unlike a “Subsidiary”, the majority of an Affiliate’s voting rights are not controlled by Field Ready, Inc. It is usually in the position of a member or a subordinate role. In a commercial context, an Affiliate is "less than 50% owned by the parent company." An example, currently, is Field Ready-Nepal.

“Branch” is a division or office of Field Ready, Inc., operating locally or having a particular function. An example is a program office established in a country in response to a disaster.

“Subsidiary” is an entity in which the majority of voting rights is controlled by Field Ready, Inc. A subsidiary may be nonprofit (usually also charitable tax-exempt) or for-profit. Examples include commercial ‘spin-offs’ (e.g., a limited liability corporation) or a non-profit corporate entity in a country which allows such arrangements.

Field Ready, Inc. and its Branches, Subsidiaries and Affiliates agree to work together under the concept of “one organization” for programming and representational purposes. This not only fits the ethos of a global and unified organization but will foster smooth and effective management and operations. The distinction among the different Field Ready entities (separate Branches, Subsidiaries and Affiliates) is only made to comply with the laws of the different countries in which Field Ready works.



Field Ready Policy on Effectiveness

First Approved: Jan 2017	Latest Revision: N/A
Applied to: All board members	Purpose: Assessment of effectiveness

The Field Ready Board of Directors seeks to establish a policy on effectiveness assessment to help ensure that the organization has defined, measurable goals and objectives in place to evaluate the success and impact of its programs in fulfilling these goals and objectives.

Therefore, the Board adopts the following policy:

1. At least once every two years, the Field Ready will review its goals and objectives toward achieving its mission and will complete a performance and effectiveness assessment of its programs based on that review
2. The Field Ready Board will receive a written report of this assessment:
 - (a) Describing the activities that the Field Ready undertook in the prior two years to achieve its goals and objectives,
 - (b) Identifying the measures used to assess the organization's effectiveness in achieving its goals and objectives,
 - (c) Analyzing the effectiveness of the organization's programs in achieving the its goals and objectives,
 - (d) Recommending future actions the organization might take to increase effectiveness based on the findings.
3. At the conclusion of this process, Field Ready's management will revise the goals and objectives for the organization, as needed, for the upcoming term and will suggest means of measuring them.



Field Ready Data, Retention and Destruction Policy

First Approved: Jan 2014	Latest Revision: Jan 2020
Applied to: All entities	Purpose: Data and document handling

Field Ready full respects personal data and maintains information in a comprehensive and accountable manner. Personal data means any information relating to an identified or identifiable natural person ('data subject'); an identifiable person is one who can be identified, directly or indirectly, in particular by reference to an identification number or to one or more factors specific to his physical, physiological, mental, economic, cultural or social identity.

Field Ready's policy is to treat individuals fairly and within the terms of the law. When Field Ready obtains and holds personal information and data for a variety of lawful basis as specified in our Privacy Policy, this data will be held securely and confidentially, paying attention to the individuals' right to privacy.

Use of Social Media

'Social media' is the term commonly given to web-based tools which allow users to interact with each other either by sharing information, opinions, knowledge or interests online. As the name implies, social media involves the building of online communities or networks to encourage participation and engagement. To avoid major mistakes which could result in reputational, legal and ethical issues it is important that we manage any potential risks through a common-sense approach and framework as well as proactively monitoring the development of such applications.

If you are contacted for comments about the organization for publication anywhere, including in any social media platform, direct the enquiry to our Communications Lead and/or Executive Director and do not respond without written approval.

Respect, responsibility, and good judgement are the foundations of safe and productive use of social media. Field Ready works in countries worldwide, some of which are fragile and conflict-affected states in which safety and security of our project teams may be compromised by improper use of social media.

- Team Members should make it clear in social media postings, or in your personal profile, that you are speaking on your own behalf.
- Be respectful to others when making any statement on social media and be aware that you are personally responsible for all communications which will be published on the internet for anyone to see.

- Team Members should must not express opinions on Field Ready’s behalf via social media, unless expressly authorized to do so by the Executive Director. On termination of employment you must provide us with a copy of all such information.
- Always ask permission before posting content relating to another individual to a social media account. The safety and security of that person may be compromised by irresponsible social media use.
- Photos of children should not be published to social media that do not adhere to our standards set in the Style Guide.
- If you see social media content that disparages or reflects poorly on us, you should contact the Communications Lead.

Team Members should must avoid making any social media communications that could damage our business interests or reputation, even indirectly. They must not use social media to defame or disparage us, our staff or any third party; to harass, bully or unlawfully discriminate against staff or third parties; to make false or misleading statements; or to impersonate colleagues or third parties.

General Data Protection Regulations (GDPR)

This European policy imposes responsibilities on all entities regarding the collection and use of information about individuals. This policy outlines Field Ready’s duties and obligations under the GDPR. It also sets out a standardized approach for Team Members to follow to allow them to manage personal data within the terms of the GDPR. Other individuals should refer to Field Ready’s Privacy Policy which provides information about their rights with respect to any personal data that may hold about them.

This policy applies to all personal data collected by Field Ready in the conduct of its business and applies to both automated personal data and to manual filing systems. This policy applies to all Team Members. It applies wherever the Team Members is based, including when working and/or managing personal data outside the EEA.

It is the responsibility of all Team Members to ensure that sensitive personal information about individuals is kept securely and confidentially. All Team Members are responsible for ensuring that:

- They meet the requirements of the GDPR when applicable
- Are familiar with this policy and related documents
- Any personal data which they hold is kept securely, for example:
 - Computers and laptops are password protected
 - Any data kept on external devices, must be kept securely
 - If it is in hard copy, to be kept in a locked drawer, or kept in a locked filing cabinet
- Personal information is not disclosed accidentally or otherwise either orally or in writing to any unauthorized third party
- Personal data, whether digital or hardcopy is disposed of safely and confidentially

All team members should note that unauthorized disclosure of personal data will usually be a disciplinary matter, and could be regarded as constituting gross misconduct.

Records Retention

This policy identifies the record retention responsibilities of staff, volunteers, members of the board of directors, and outsiders for maintaining and documenting the storage and destruction of the organization’s documents and records.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Contract period
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages and bills of sale	Permanently
Depreciation schedules	Permanently
Employment applications	3 years
Expense analyses/expense distribution schedules	7 years
Year-end financial statements	Permanently
Insurance records, current accident reports, claims, policies, and so on (active and expired)	Permanently
Internal audit reports	3 years
Inventory records for products, materials, and supplies	3 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws, and charter	Permanently
Patents and related papers	Permanently
Payroll records and summaries	7 years
Personnel files	7 years
Tax returns and worksheets	Permanently
Timesheets	7 years
Withholding tax statements	7 years

Document Destruction

The organization’s staff, volunteers, members of the board of directors, committee members and outsiders (independent contractors via agreements with them) are required to honor the following rules:

- Paper or electronic documents indicated under the terms for retention in the following section will be transferred and maintained by (fill in the blank based on the organization's practices);
- All other paper documents will be destroyed after three years;
- All other electronic documents will be deleted from all individual computers, data bases, networks, and back-up storage after one year;
- No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation (check with legal counsel or the human resources department for any current or foreseen litigation if Team Members have not been notified); and
- No paper or electronic documents will be destroyed or deleted as required to comply with government auditing standards (Single Audit Act).



Field Ready Environmental Safeguarding Policy

First Approved: Jan 2020	Latest Revision: N/A
Applied to: All team members	Purpose: Environmental protection

Field Ready’s policy is to reduce the impact of our activities and operations on the environment to the greatest extent possible while maintaining the primacy of our humanitarian principles. Complying with all applicable environmental legislation and sustainability commitments is not enough. We actively seek to improve the environment through practices such as upcycling, promoting clean-up and localizing manufacturing in ways that significantly reduces carbon outputs.

To this end, the goal our environmental safeguarding policy is to promote sustainability and environmental awareness throughout the organization by:

- Preventing pollution and reducing consumption of resources through waste management strategies that promote waste minimization re-use, recovery and recycling, as appropriate
- Incorporating energy efficiency measures into facilities and promoting efficient energy use in all areas of business activity
- Reduce pollution, emissions and waste, e.g. emissions from transport, oil leaks and spills, excessive noise, heat or vibration generated by the activities of your business
- Reduce the use of all raw materials, energy and supplies
- Expect similar environmental standards from all suppliers and contractors
- Assist other stakeholders to use products and services in an environmentally sensitive way
- Measuring and analyzing the carbon footprint of our activities in conjunction with other climate change mitigation and adaptation efforts
- Promoting and continuing to invest in technologies that provide alternatives to business travel
- Ensure our staff are aware of the environmental impacts of their work activities and encourage them through regular awareness and training to minimize those impacts.
- Pursuing a program of continuous improvement by reviewing our programs and related objectives and targets, policies and practices

This policy will be reviewed periodically (no longer than every two years) to evaluate continued relevance and to monitor compliance.



Field Ready Occupational Health & Safety Policy

First Approved: Jan 2020	Latest Revision: N/A
Applied to: All team members	Purpose: OH&S

Field Ready’s priority is to ensure the wellbeing of our Team Members and those around us. Field Ready recognizes that effective Occupational Health and Safety (OH&S) management is an integral part of good management and is essential for safeguarding our Team Members and others impacted by our activities. We recognize that meeting statutory and regulatory requirements is only the minimum to be achieved and so our policy goes beyond that.

With our focus on special hardware, our policy is to reduce the risk and impact of safety hazards and our vision is to be exemplar standards of OH&S performance. In pursuit of this vision, we are committed to:

- Ensuring, so far as is reasonably practicable, the health and safety of our Team Members, visitors to our premises and those affected by our project and operational activities.
- Preventing, so far as is reasonably practicable, injury and ill health of Team Members, visitors to our premises and those affected by our project and operational activities.
- Promoting health and wellbeing in the workplace.
- Ensuring, so far as is reasonably practicable, that our Team Members are competent to undertake all of their work activities without risk to safety, health or the environment, through the provision of adequate information, effective instruction, training and supervision.
- Empowering and encouraging our Team Members to take direct action to minimize OH&S risks to themselves and to others.
- Securing engagement on OH&S performance using effective communication, involvement and consultation both within the business and with relevant external stakeholders.
- Promoting a team approach to OH&S performance both internally and with relevant external stakeholders.
- Reviewing and investigating reported incidents and near misses and learning both from these and from any other relevant incidents reported in the industry.

Establishing, maintaining and implementing an OH&S System that fully adopts the principles of international standard ISO 18001: 2007 is under review.

This OH&S policy will be reviewed on an annual basis. Security-related matters are covered in Field Ready’s Global Security Manual and its geographically focuses annexes.



Field Ready Gift Acceptance Policy

First Approved: Jan 2020	Latest Revision: N/A
Applied to: All team members	Purpose: Gift acceptance

Field Ready is deeply grateful for all gifts it receives. In fact, our accomplishments – including directly saving lives and reducing human suffering – would not be possible without them. Even with this in mind, for Field Ready to remain in good standing, certain rules and regulations apply to gifts and must be adhered to. The following policies and guidelines govern acceptance of gifts made to Field Ready or for the benefit of any of its programs.

Field Ready will urge all prospective donors to seek the assistance of personal legal and financial advisors in matters relating to their gifts and the resulting tax and estate planning consequences (Field Ready cannot provide advice in these areas). Field Ready will comply with the [Model Standards of Practice for the Charitable Gift Planner](#) promulgated by the National Committee on Planned Giving.

Field Ready will accept unrestricted gifts, and gifts for specific programs and purposes, provided that such gifts are not inconsistent with our mission, purposes and priorities. Field Ready may not accept gifts that are too restrictive in purpose. Gifts that are too restrictive are those that violate the terms of our charter (e.g., anti-social goods and stocks of food and pharmaceuticals and certain commodities), gifts that are too difficult to administer, or gifts that are for purposes outside Field Ready’s mission. All final decisions on the restrictive nature of a gift, and its acceptance or refusal, shall be made by the organization’s senior management.

Types of Gifts

The following gifts are acceptable providing the specified criteria detailed are followed:

1) Cash. Cash is acceptable in any form. PayPal is our preferred method of receiving such gifts. Given recent changes in IRS regulations, acknowledgements will be sent in reply to donations over \$500 or upon explicit request. Checks may be made payable to Field Ready and should be mailed to 922 Davis Street Evanston IL 60201 USA. Cash gifts that are of a high amount and include programming expectations may be considered a ‘donation’ by Field Ready senior management (in which case Field Ready’s Donation Acceptance policy will apply).

Field Ready, in certain cases, also accepts digital assets including cryptocurrencies such as Bitcoin, Litecoin and Ethereum. These are handled in ways similar to the donation of securities discussed further below. The donor’s identity must be disclosed to Field Ready however the donation may remain anonymous. The donation will be sold upon acceptance and the current value in USD equivalent will count as the donated amount.

2) Tangible Personal Property. Gifts of tangible personal property shall be examined in light of the following criteria:

- Does the property fulfill our mission?
- Is the property marketable?
- Are there any undue restrictions on the use, display, or sale of the property?
- Are there any carrying costs for the property?

Field Ready's senior management shall make the final determination on the acceptance of other tangible property gifts.

3) Securities. Field Ready can accept both publicly traded securities and closely held securities. *Publicly Traded Securities.* Marketable securities may be transferred to an account maintained at one or more brokerage firms or delivered physically with the transferor's signature or stock power attached. As a general rule, all marketable securities shall be sold upon receipt unless otherwise directed by the investment committee. In some cases marketable securities may be restricted by applicable securities laws. In such instances, the final determination on the acceptance of the restricted securities shall be made by Field Ready's senior management.

Closely Held Securities. Closely held securities, which include not only debt and equity positions in non-publicly traded companies but also interests in limited partnerships and limited liability companies, or other ownership forms, can be accepted subject to approval. However, gifts must be reviewed prior to acceptance to determine:

- There are no restrictions on the security that would prevent Field Ready from ultimately converting those assets to cash
- The security is marketable, and
- The security will not generate any undesirable tax consequences for the Field Ready.

If potential problems arise on initial review of the security, further review and recommendation by an outside professional may be sought before making a final decision on acceptance of the gift. Field Ready's senior management and legal counsel shall make the final determination on the acceptance of closely held securities when necessary. Every effort will be made to sell non-marketable securities as quickly as possible.

4) Real Estate. Gifts of real estate may include developed property, undeveloped property, or gifts subject to a prior life interest. Prior to acceptance of real estate, Field Ready shall require an initial environmental review of the property to ensure that the property has no environmental damage. In the event that the initial inspection reveals a potential problem, Field Ready shall retain a qualified inspection firm to conduct an environmental audit. The cost of the environmental audit shall generally be an expense of the donor.

When appropriate, a title binder shall be obtained by Field Ready prior to the acceptance of the real property gift. The cost of this title binder shall generally be an expense of the donor. Prior to acceptance of the real property, the gift shall be approved by an appointed committee and

by Field Ready's legal counsel. Criteria for acceptance of the property shall include: 1) Is the property useful for the purposes of Field Ready?, and 2) Is the property marketable?

5) Life Insurance. Field Ready must be named as both beneficiary and irrevocable owner of an insurance policy before a life insurance policy can be recorded as a gift. The gift is valued at its interpolated terminal reserve value, or cash surrender value, upon receipt. If the donor contributes future premium payments, Field Ready will include the entire amount of the additional premium payment as a gift in the year that it is made.

6) Charitable Gift Annuities. Field Ready may offer charitable gift annuities. The minimum gift for funding is \$10,000 (although exceptions may be made to this minimum). The minimum age for life income beneficiaries of a gift annuity shall be 55. Where a deferred gift annuity is offered, the minimum age for life income beneficiaries shall be 45. No more than two life income beneficiaries will be permitted for any gift annuity. Annuity payments may be made on a quarterly, semi-annual or annual schedule.

Field Ready will not accept real estate, tangible personal property, or any other illiquid asset in exchange for current charitable gift annuities. Field Ready may accept real estate, tangible personal property or other illiquid assets in exchange for deferred gift annuities so long as there is at least a 5-year period before the commencement of the annuity payment date, the value of the property is reasonably certain, and the president of Field Ready approves the arrangement. Funds contributed in exchange for a gift annuity shall be set aside and invested during the term of the annuity payments. Once those payments have terminated, the funds representing the remaining principal contributed in exchange for the gift annuity shall be transferred to Field Ready's general endowment funds, or to such specific fund as designated by the donor.

7) Other Gifts. Field Ready also accepts, and encourages, donors and supporters to donate the following:

- Charitable lead trusts
- Charitable remainder trusts
- Retirement plan beneficiary designations
- Bequests
- Life insurance beneficiary designations

Such donations will not be recorded as gifts to Field Ready until such time as the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of that gift may be recorded at the time the gift becomes irrevocable. Field Ready will not accept appointment as trustee of a charitable remainder trust. Field Ready may accept a designation as income beneficiary of a charitable lead trust but will not accept an appointment as Trustee of a charitable lead trust.

Field Ready reserves the right to carry out full review and due diligence prior to the acceptance of any gifts.

Additional Provisions

Securing appraisals and legal fees for gifts to Field Ready. It will be the responsibility of the donor to secure an appraisal (where required) and independent legal counsel for qualifying gifts made. Field Ready will record a gift received at its valuation for gift purposes on the date of gift.

Field Ready is responsible for filing IRS Form 8282 upon the sale or disposition of any asset sold within two years of receipt by the Charity when the charitable deduction value of the item is more than \$5,000. Field Ready must file this form within 125 days of the date of sale or disposition of the asset. IRS Publication 561 determining the Value of Donated Property and IRS Publication 526 Charitable Contributions shall be reviewed to ensure compliance.

Field Ready shall seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate. Review by counsel may be undertaken for:

- 1) Closely held stock transfers that are subject to restrictions or buy-sell agreements.
- 2) Documents naming Field Ready as Trustee.
- 3) Gifts involving contracts, such as bargain sales or other documents requiring the Field Ready to assume an obligation.
- 4) Transactions with potential conflict of interest that may invoke IRS sanctions.
- 5) Other instances in which use of counsel is deemed appropriate by the gift acceptance committee.

These policies will be reviewed periodically and updated as needed.



Field Ready Commercial Partnership Policy

First Approved: Jan 2020	Latest Revision: N/A
Applied to: All entities	Purpose: Partnerships with commercial entities

Field Ready may, from time to time, undertake partnerships with commercial entities to achieve specified objectives. These partnerships are beyond providing contract deliverables (i.e., payment by either entity for a specified good or service) and will likely involve working together over a longer period of time, on multiple projects or to achieve a wider aims.

Public social benefit and private financial benefit are not mutually exclusive but attention is needed to ensure the later does not dominate over the former. The commercial entity must not do anything that breaches the integrity of Field Ready’s moral, ethical, humanitarian and social benefit principles, its legal status, its tax position or any other quality the organization holds. Companies with substantial activities in anti-social interests (e.g., arms dealing or tobacco sales) may not be engaged.

Joint ventures or similar arrangements with taxable entities

In situations where a portion of net income is available to Field Ready, a joint venture is formed and Field Ready will use and account for these funds following all rules and regulations pertinent to our non-profit status. This policy applies to any joint ownership or contractual arrangement through which there is an agreement to undertake jointly a specific business enterprise, investment or exempt-purpose activity.

For purposes of this policy, a joint venture (‘venture’) means any joint ownership or contractual arrangement through which there is an agreement to undertake jointly a specific business enterprise, investment or exempt-purpose activity without regard to: (a) whether the organization controls the venture; (b) the legal structure of the venture; or (c) whether the venture is taxable as a partnership or an association or a corporation for federal income tax purposes. A venture shall be deemed to conform to this policy if it meets both of the following conditions:

- 95 percent or more of the venture’s income for its tax year ending within the organization’s tax year is excluded from unrelated business income taxation described in Internal Revenue Code Sections 512(b)(1)-(5) (including unrelated debt-financed income), and
- The primary purpose of the organization’s contribution to or investment or participation in the venture is not the production of income or appreciation of property.

Safeguards to ensure exempt status protection.

The organization will: (a) negotiate in its transactions and arrangements with other members of the venture such terms and safeguards adequate to ensure that the organization's exempt status is protected; and (b) take steps to safeguard the organization's exempt status with respect to the venture. Examples of safeguards include:

- Control over the venture sufficient to ensure that it furthers the exempt purpose of the organization
- Requirements that the venture gives priority to exempt purposes over maximizing profits for the other participants
- The venture is not engaging in activities that would jeopardize the organization's exempt status
- Safeguards that all contracts entered into with the taxable entity be on terms that are at arm's length or more favorable to organization

This policy will be reviewed periodically and updated as needed.



Field Ready Donation Acceptance Policy

First Approved: Jan 2020	Latest Revision: N/A
Applied to: All organizational entities	Purpose: Equity in donor relations

Field Ready is truly grateful for all donations it receives. Simply put, our accomplishments – including directly saving lives and reducing human suffering – would not be possible without donations. Even with this in mind, common practices apply to donations and the relationship between donors and nonprofit organizations. Field Ready follows current best practice closely and strives to be a partner that can stand shoulder-to-shoulder with any organization in the third sector.

Trust is one of the foundational principles in the relationship between nonprofit organizations and their supporters. This trust includes the level to which a donor can trust that their contributions are used in accordance with the organization’s expressed purpose and the donor’s intent. To dishonor the expressed designation of a donor’s contribution erodes this trust, along with the integrity of Field Ready. At the same time, trust is two way and mutually reinforcing. It is challenging to work with donors that do not extend trust, understand widely accepted practices or fail to keep in mind the spirit of partnership.

With this in mind, the following policies and guidelines govern acceptance of donations made to Field Ready or for the benefit of any of its programs. For our purposes, a donation is any grant that is larger than a gift (if it is smaller, the ‘Gift Acceptance Policy’ will apply) and/or has a portion restricted for a specified purpose (in each case, an ‘indirect cost’ percentage will be applied to each grant unless it is 100% unrestricted). The principal basis for making a donation should be a desire on the part of the donor to support the work Field Ready carries out both within a specific project and on a global basis.

Field Ready will accept unrestricted donations, and donations for specific programs and purposes, provided that such donations are not inconsistent with its stated mission, purposes, and priorities. Field Ready may not accept donations that are too restrictive in purpose. A few donors, perhaps in their drive for ‘efficiency’ and ‘business models,’ can lose the spirit of partnership and hold restrictions that make the cost of implementation exceed the value of the donation. Donations that are too restrictive are those that violate the terms of our charter, donations that are too difficult to administer, or donations that are for purposes outside Field Ready’s mission. All final decisions on the restrictive nature of a donation, and its acceptance or refusal, shall be made by the organization’s senior management.

In the end, this policy is designed to encourage good practice as well as to clarify and strengthen relationships with all of our donors. This rests on four key principles:

1. **Principle of Alignment:** The donor's general values and aims must support and be compatible with Field Ready. Donors should practice full disclosure, be forthwith in the expectations and supportive throughout any grant period and beyond.
2. **Principle of Commitment:** Donors shall agree to follow through and do what's best for the end user (client or beneficiary) of the funded program whilst support Field Ready to do so. While it is understandable that resources often do not permit full funding of activities, donors must understand that portioned grants can cause more problems than they solve.
3. **Principle of Mutuality:** Donors shall follow the dictum 'together, we go further.' As such, donors shall respect Field Ready's status as a non-profit, non-governmental organization. This includes the organization's adherence to humanitarian principles of neutrality, impartiality and independence. Donors shall not control, attempt to exercise disproportionate influence or otherwise exert authority over the organization.
4. **Principle of Fairness:** Donors shall apply the 'Golden Rule' in its relations with Field Ready. Donors should not assign expectations that they themselves are not following or would reasonably expect from other grantees. Rather than a simple contractual agreement, donors should consider the inherently unpredictable nature of disasters and innovation.

Illustrative examples where these principles are transgressed:

- Inadequate time to review contracts (e.g., two weeks for the donor and two days for Field Ready) and those that represent a significant imbalance of risk
- Expectations that not articulated during the negotiation process or soon after as well as a lack of clarity in documentation (e.g., having separate 'guidelines' that are not readily shared, unusually difficult to follow or not explained clearly)
- Substantially under cutting salaries, per diem rates and other expenses widely accepted as necessary for sound management
- Disallowing expenses such as travel insurance, vaccinations for staff, banking fees and training directly related to program implementation
- Requiring a separate (new) bank account for small donations (Field Ready will not create new bank accounts for donations under \$500,000)
- Insufficient support to organizational core costs (see note on indirect costs below)
- Expecting itemized listings of indirect costs (industry practice is a simple percentage)
- Unfunded activities (such as reporting) expected after a grant period is finished
- Changing or creating new expectations during a grant period, or even after a grant agreement has finished

Other Considerations

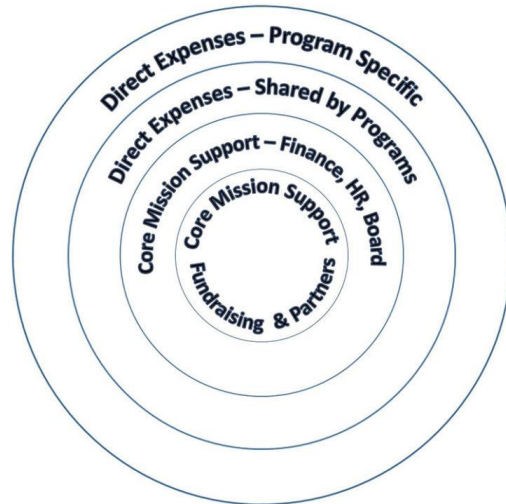
If not already familiar, donors are encouraged to reflect on the position found in the Good Humanitarian Donorship found here: <https://www.ghdinitiative.org>

We also encourage others to view this [TED Talk by Dan Pallotta](#).

An Additional Note about Indirect Cost

Indirect costs are not directly allocable to a specific program budget line item. Indirect costs are costs necessary to support the overall mission of the organization and are not directly attributable to any specific program. It is not 'overhead' but instead covers essential core costs. This is shown in the diagram below. It allows us to cover essential expenses and grow (scale) our organization by contributing to cash flow management and to act as a reserve. Examples include certain salary contributions, working space, accounting costs, banking fees, insurance, utilities, assessments and new program start-up. Luckily, Field Ready operates in a very lean way but will still require sufficient indirect cost.

To provide further background: without indirect cost, non-profit NGOs will cease to exist. At 5% indirect cost, an organizational will struggle to cover essential core functions and will wither. At 10%, basic functions may be possible but growth will be severely hampered. Only at 15% or more can an NGO start to realize its full potential and achieve its mandate.



These policies will be reviewed periodically and updated as needed.