

		<b>PARTNERING POLICY</b>	
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## 1. POLICY STATEMENT

Partnering is core to FIND's ability to fulfil its strategic goals and to deliver on its mission to overcome diseases of poverty and transform lives. This requires that the organization 1) adopts principles to guide the types of partners and relationships it chooses to foster, and 2) has the capacity and capabilities to support this way of working. Partnering brings the ability to capitalize on relative strengths of multiple parties and thus has a multiplying effect. As FIND addresses health problems on a global scale, we seek out complementary partners who have similar objectives. Nonetheless, each partner inevitably brings its own motivations, priorities, resources, and competencies to the relationship, as well as a desire to see the benefits of the collaboration measured in their own terms. FIND has a corporate commitment to apply a balanced approach to sustainable and delivery-focused partnering, and to be a partner of choice to others.

## 2. GUIDING PRINCIPLES

FIND shall actively seek to bring partners together to develop and drive to scale, innovative diagnostic solutions for low- and middle-income countries (LMICs), and to generate and share data and knowledge. FIND shall use the following principles to guide its partnering practice:

- FIND works with many different types of partners, and the criteria for their selection and the processes by which they are selected are context specific. FIND shall **apply best practices to partner selection**, ensuring that it utilizes appropriate technical, sectoral, and business knowledge to determine selection criteria, and that it can show **transparency in decision-making and the absence of a conflict of interest**.
- Partner relations should always be subject to contract. Depending on the aims of the engagement, FIND utilizes a diverse range of contract types, which all comply with the requirements of **Global Access**. Nonetheless, all **partnerships are treated equally** in that each partnership has its own structure and the rights, obligations, and roles and responsibilities are covered by an appropriate agreement that is designed to meet the needs of both parties, and those of the communities that will be served by the work done.
- FIND shall adopt a measured approach to risk-taking with respect to partnering and shall not exclude the possibility of engaging with promising partners based on a risk profile that can be managed. In this respect, FIND will actively work with these partners to **build capacity, particularly where those partners are in LMICs**.
- FIND should also be mindful of ensuring autonomy and not impose its views on partners. However, it must ensure high level of **compliance and mutual accountability**. All partners must execute FIND's Code of Conduct and Ethics (or must have an equivalent in place), state any conflicts of interest, and commit to accepted standards of financial management of donor funds.
- FIND shall **maintain institutional capacity to partner** including ensuring appropriate governance through rules, controls, and procedures across the full lifecycle of its partnering relationships.

## 3. TYPES OF PARTNERS

The types of partners and organizations that can be loosely classified into the following categories (non-exhaustive):

- Non-profit entities, including non-governmental and civil society organizations etc.
- Public sector entities or organizations such as national or regional authorities, central government departments etc.
- Academic and research organizations or institutions such as universities where FIND and partners typically seek to achieve common research objectives
- Multilateral international bodies such as the WHO or other UN agencies. FIND is a Collaborating Centre to the WHO and will thus also seek to contribute to the WHO's objectives through our partnering arrangements.

- Private sector, i.e. typically for-profit companies of varying size although in the IVD space, this is often small and medium sized enterprises. This particular type of partner is very important to an organization that is based on the product development and delivery partnership model, as FIND is, yet it is also the type of partner that requires the most careful and transparent handling, given the tensions between the for- and non-profit objectives of the partners involved. The agreements are formal commercial-type contracts that aim to achieve a common objective and allow for both partners to bring resourcing to the relationship. FIND has a policy that deals specifically with how it works with private sector partners that is available at <https://www.finddx.org/policies/>.
- Coalitions, alliances, or consortia, i.e. groups of organizations that are formed to achieve a common (coalitions or alliances) or a specific goal (consortia). Each of these may have different levels of legal formalities.

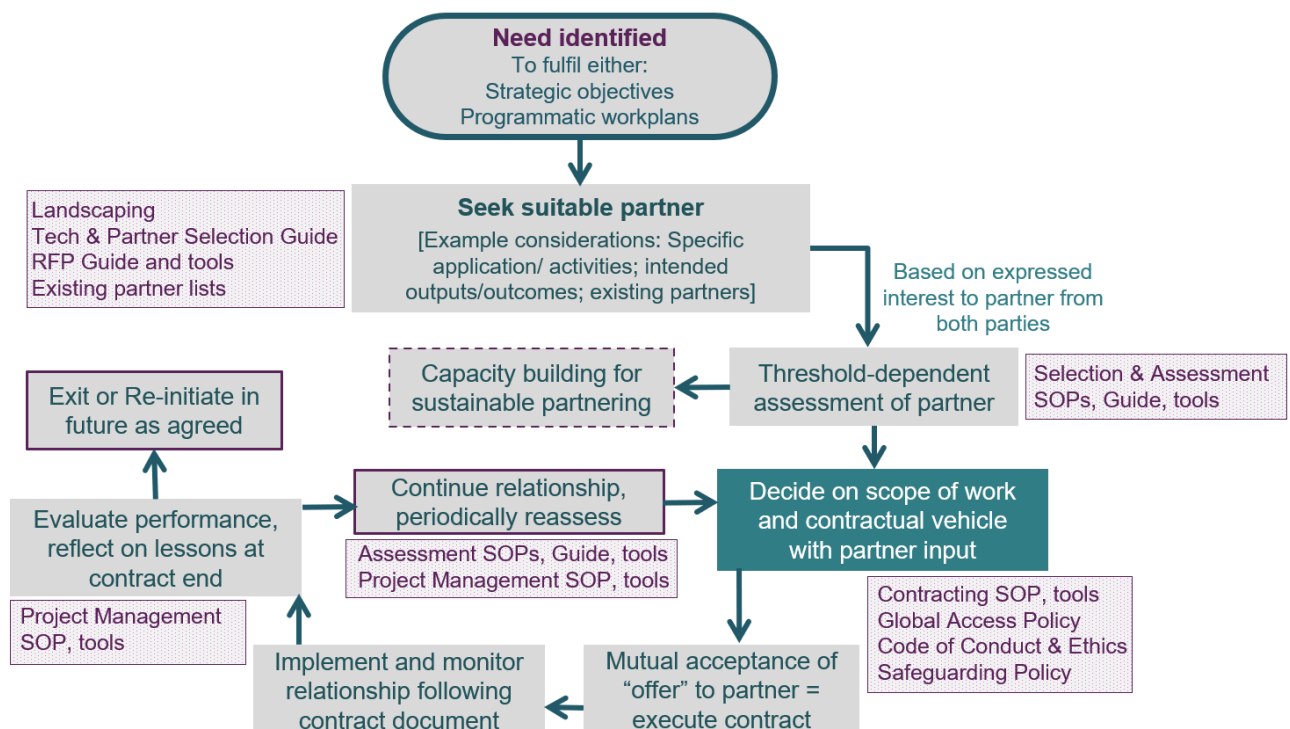
These organizations that FIND partners with might be categorized as:

- A strategic partner, i.e. an organization with which FIND has a formal collaboration with the aim of achieving common strategic objectives in the medium to long term.
- A project/programme/activity or initiative partner, i.e. one with which FIND establishes a formal agreement over a short-term, with the aim of achieving common objectives, often more output than outcome oriented.

For clarity, we exclude here vendors or service providers, where the objectives and decision on outputs is typically unidirectional, following that of the contractor. Nonetheless, sometimes a preferred and trusted vendor that FIND has worked with over many years, takes on partner aspects.

#### 4. GOVERNING THE PARTNER MANAGEMENT CYCLE

The figure below shows *generic* stages in the partnering cycle for FIND, highlighting where there are associated policies and operating procedures. Managing partner relations is a key element in FIND's business operations and our engagements build in Global Access requirements including freedom-to-operate with respect to intellectual property rights, affordable pricing for products developed using donor funding, and physical access to products for people in resource limited settings.



#### 5. POLICY IMPLEMENTATION

This policy document should be reviewed every 2 to 3 years and whenever there is a material change in FIND's operating model or in regulations that impact the way FIND partners.

**6. CHANGE HISTORY**

Version number	Section reference	Description of changes
New policy		