

Partner policy

Acknowledgement

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New revisions always need to be approved by the Board of Directors. The last approved version of this partner policy will be saved on the general Drive of Humasol, accessible by all Humasol's active members and volunteers.

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1 Introduction

1.1 Goal and target group

This document specifies the collaboration between the responsibilities of the partner and Humasol for a project. In short, a project happens during a full year and consists of several phases, in which both parties need to collaborate intensively to ensure that the objectives of the project are reached.

During this collaboration, this document can offer help to different concerned parties:

- Potential partners, to understand how Humasol collaborates with her partners before a contract is agreed upon;
- Current partners, to bring clarity where necessary;
- Ex-partners, to know in which way the collaboration with Humasol can continue after finishing the project;
- The PR responsible within Humasol, to have a reference in case a decision needs to be made;
- The location managers, to know in which way they can collaborate with the partner during the preparation of the project;
- The members, volunteers and students of Humasol and every other party that is interested in how Humasol deals with her partners.

In special cases Humasol retains the right to deviate from the general policy given in this document.

1.2 Definitions

Table 1 defines the used terms in this document.

TABLE 1 GENERAL DEFINITIONS

Term	Definition
Partner	The organization or group of people that cooperates with Humasol during the development and execution of the project. The partner may or may not be localized in Belgium but needs to have a connection with the country where the project will be executed.
Beneficiaries	The organization or group of people, living in the developing country, that benefits from the project.
Humasol	Non-profit organization that provides an end-to-end project coordination.
Student	The students that will execute the full project end to end.
Board of directors	The board of directors is the head of Humasol and takes all the important decisions for the organization. For more information about its members see 1.3.2.
Humasol members	The Humasol members keep the organization running and take care of the smaller more specific tasks. For more information about the sub functions within the Humasol members see 1.3.3.

1.3 Functions and organizational structure of Humasol

Figure 1 illustrates the organizational structure of Humasol. Below are the most important functions regarding the partners and collaboration for the projects summed up:

1.3.1 Students

The students will execute and prepare the project. Humasol staff will help them where possible to achieve this goal.

It is the responsibility of the students to prepare the project as good as possible. Preparation is done during the academic year before the project execution. During preparation, they will contact the partner if they have any questions about the project. They will be guided by a project coach while doing this. The project coach is a Humasol member with relevant experience for the project. During this period the student is obligated to follow certain sessions to prepare him/her for the project in the south. More information about the preparation is given in section 3. To track their progress, they will write an intermediate and final report and will give an intermediate and final presentation. The partner is invited to follow these presentations and read the final report. The partner may, and is even encouraged to give feedback to the students. This should however always happen in coordination with the coach.

On site, it's the responsibility of the students to execute the project, integrate the beneficiaries, to purchase project materials and components and to ensure (bidirectional) knowledge exchange. During the project they will keep a blog to report their activities. Humasol staff remains available for advice and will regularly check up with them to discuss the progress of the project. In any case of emergency, the partner and Humasol will discuss and decide which decisions to make, in order to ensure the safety of the students and to ensure a successful project execution.

When the project is finished, the students cannot be held responsible for a possible failure of the installation. The full responsibility of the maintenance and follow up of the project lies with the partner. When asked by the partner, Humasol staff will help and give advice where possible.

1.3.2 Board of directors

President: The president is the head of the board of directors. It's his or her task to supervise all other functions. In case of disputes the president should be contacted. The president is informed about all the projects.

Secretary: The secretary is the head of all administrative tasks. The secretary is also responsible for all legal issues.

Communications: The communication manager is responsible for Humasol's internal and external communication (website, Facebook page, etc.).

Recruiting: The human resource manager takes care of the recruiting of students.

Projects: The project manager supervises all projects. The project manager organizes information sessions to prepare the students for their project. He or she assures that reports are sent in and presentations are held. The project manager has experience with a lot of technical issues and is the first one to go to in case of problems with a project.

Finance: The finance responsible takes care of all financial issues. This includes budgets for projects, sponsoring, financial follow up of the projects, etc.

1.3.3 Humasol members

The partner will probably be mostly in touch with the Humasol members. The Humasol members do not have the right to take important decisions. For important decisions, the board of directors needs to be contacted. Partner relations regularly contacts the board to update them about the partners.

Partner relations: The partner relations workgroup searches for new partners. This workgroup will objectively assess the organizations' project proposals and will advise the board of directors during the selection of the next cycle's projects. Furthermore, they are responsible for a good communication between the existing partners and Humasol. They are the first to be contacted by the partner.

Location manager: Every country has a location manager. The location manager updates the students about the location and the preparations that they should make before going there. The location manager has been on the

location and knows the social situation. The location manager speaks the local language and keeps in touch with any partners that Humasol has on that location.

Coach: Every project has a coach. The coach meets his or her students every two weeks. The coach is a former Humasol student, he or she advises the students and guides them during the project. The coach keeps the board updated about the project and keeps in touch with the partner.

Technology manager: For every technology applied during a Humasol project, Humasol has a technology manager. The technology manager has a profound knowledge of a certain technology. Humasol members and the partner can always turn towards the technology manager in case of questions about a certain technology.

Safety advisor: The safety advisor organizes safety sessions to make sure that the students execute the project in a safe way. If he or she thinks that a certain part of the project is not safe then this part will not be executed. The safety advisor is the first one to address in case of any safety issues.

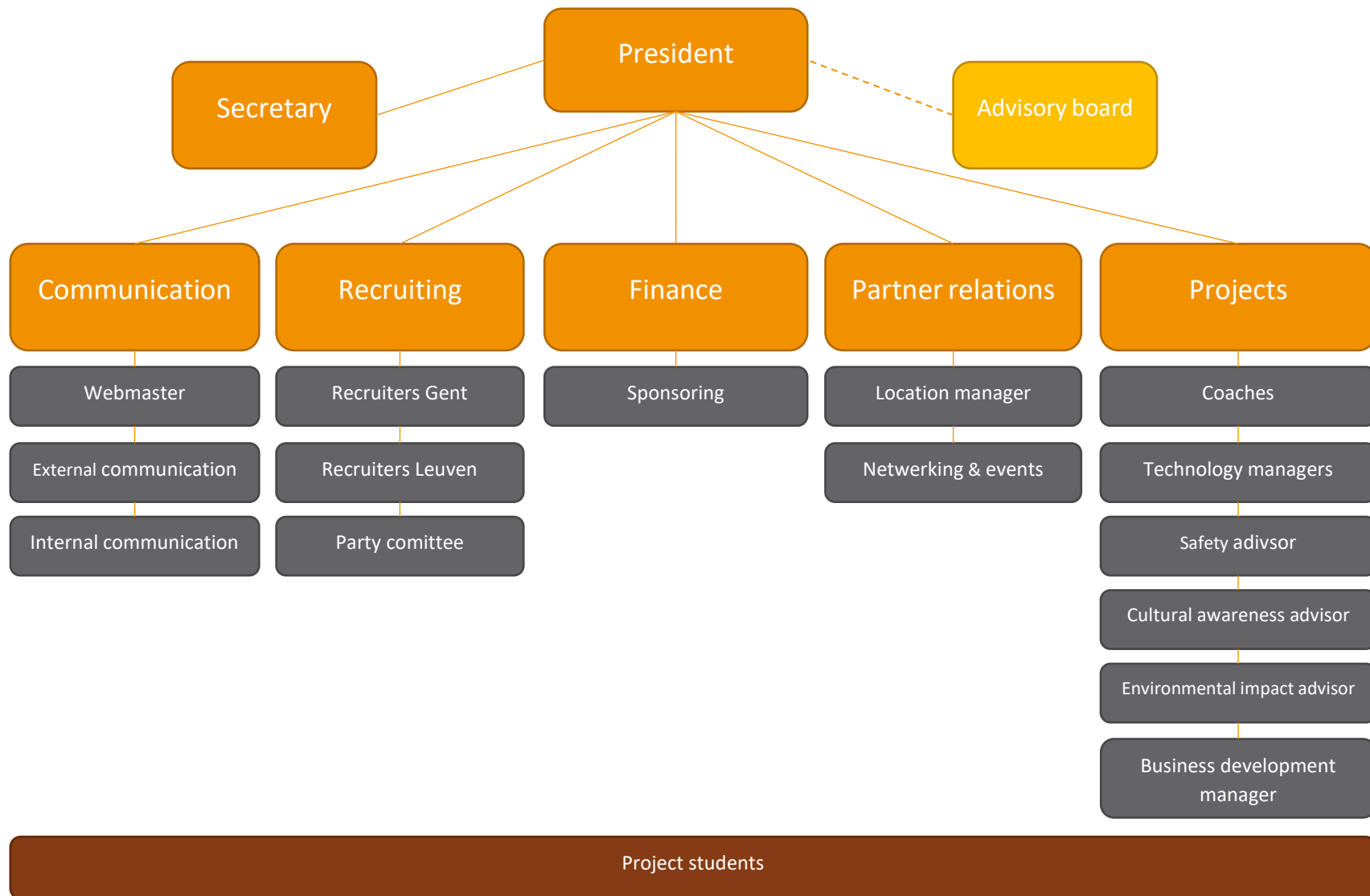


FIGURE 1 ORGANIZATIONAL STRUCTURE HUMASOL

2 Partner and project selection

Humasol takes great care in selecting its partners. The success of the project depends heavily on the enthusiasm, professionalism and social connections of the partner. Therefore, Humasol has a process for the selection of its partners and requirements for selecting a partner.

2.1 Selection process

The process starts with filling in the project request form. This is a questionnaire containing all necessary information to allow the members of Humasol to get to know the partner's organization, the requested project, the project location and any other relevant items. The form can be found using the following link: <http://www.humasol.be/partners/>. The filled in form should be sent to: **pr@humasol.be**.

After receiving the document Humasol staff shall review the request and schedule a personal meeting between Humasol members and the partner. Generally, all partner meetings are held in Leuven or in Ghent, the two Belgian cities where most of Humasol's members live. If the partner is not in Belgium a skype meeting can be arranged but Humasol prefers a face to face meeting if possible.

After the personal meeting Humasol shall discuss the project internally. In some cases, a secondary meeting is necessary to assess the scope of the project. In that case, a Humasol member with enough knowledge on the technical possibilities of the requested project will be present at the meeting.

The final decision about partnerships is made on one of Humasol's annual meetings, usually in September of the year before the execution of the project. It should be noted that because of this, potential partners should apply in time. In time being at last in the month May of the year before the project execution. This way there's enough time for the Humasol staff to review the project request.

Humasol will always try to answer to every received project request, to the best of her capabilities.

2.2 Selection requirements

The following five criteria are the minimum requirements for good partnership. Humasol will always make her decision in order to obtain what is best for Humasol as organization. The selection will be based upon the above requirements and common sense.

2.2.1 Vision on sustainable development cooperation

The partners vision should match Humasol's **Vision**:

Sustainable development, according to Humasol, is development in which the beneficiaries are actively involved and the environmental impact is at worst neutral. Sustainability can only be achieved if the beneficiary is able to maintain, use, and to the extent that this is possible, reproduce the installations made. By assuring this the beneficiary becomes independent of developmental organizations, which should be the ultimate goal. Keeping the environmental impact to zero maintains a healthy climate and prevents future natural disasters which on their turn cause poverty.

2.2.2 Project scope

The project requested should be about **renewable energy, water** or **sustainable technology**. As mentioned above Humasol tries to develop communities in the south with a sense of responsibility for the environment. This way Humasol hopes the south won't make the same mistakes as we have done in the North. To achieve this goal Humasol focuses only on projects that reduce the impact on the environment.

2.2.3 Local presence

The partner should be often (preferably always) **locally present** and have a **strong relationship** with the beneficiaries. As mentioned in 2.2.1 Humasol wants to make the south independent owners of the installations. To achieve this the students and the beneficiaries should be constantly in contact during the project as well as during the preparation phase. This is impossible without a partner that has a strong relationship with the beneficiaries to bring the students in contact with these. The local presence of the partner and the availability of the partner's network is mandatory to give a proper idea of the local situation at any time during the preparation phase. After the project the partner should be available for the beneficiaries in case of problems with the installation that cannot be solved by themselves. The partner can always contact Humasol as soon as the partner has got a specific question from the beneficiaries.

2.2.4 Safety

The location should be **safe** for the Humasol volunteers.

A location is considered "safe" if the Belgian government gives a positive travel advice. This advice can be checked at: http://diplomatie.belgium.be/nl/Diensten/Op_reis_in_het_buitenland/reisadviezen Humasol shall in no circumstance deviate from this advice. Safety of our members and volunteers is Humasol's top priority. Even if the Belgian government gives a positive advice Humasol retains the right to cancel a project due to safety reasons. In case of questions Humasol will contact the KU Leuven safety commission.

2.2.5 Financial contribution

The partner should be able to contribute financially. By default, Humasol contributes 30% of the project cost and the partner provides the remaining 70%. More information on the financials is given in section 6.

2.3 Project specifications

Before the project can be presented to the board, some basic specifications about the project need to be known. A good communication between the partner relations responsible of Humasol and the partner is the key. Figure 2 summarizes the key information that is necessary to present the project to the board. The better these questions are resolved, the higher the chances are of getting selected.

This information will be gathered by means of the project request form and the personal meeting between Humasol members and the partner. It is the responsibility of the partner to give as detailed information as possible. During the project preparation phase these specifications will be further elaborated.

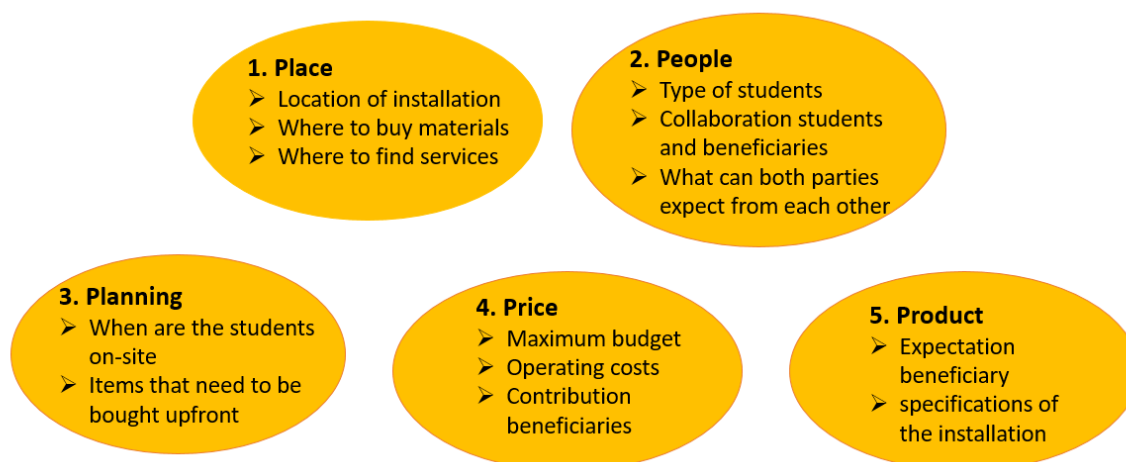


FIGURE 2 THE 5 P'S FOR GOOD COMMUNICATION BETWEEN HUMASOL AND THE PARTNER

3 Project preparation

This section gives a detailed outline of the agreement with a year planning and expected deliverables for all parties throughout the year.

3.1 Partner contract

Every partner agreement will have its own specifics, depending on the partner, the project and the project location. To avoid any confusion, at the beginning of every collaboration with the partner, Humasol will set up a partner contract to define all items agreed upon by both parties. This partner contract is made based upon a template provided by Humasol. By default, the content of the contract will be a summary of most important information from this partner policy. Any specifics in the contract deviating from this policy need to be approved by the Board of Directors of Humasol.

The establishment of this partner contract will be at the beginning of the project preparation. If this would not be possible, the contract will be completed when both Humasol and the partner have all necessary information to do so.

3.2 Indicative year planning and deliverables¹

To ensure an optimal execution of the project, Humasol divides it up in different phases throughout the year. Each phase has a concrete set of objectives, deliverables and deadlines. The organization of Humasol will ensure a tight follow-up of the proposed planning. Table 2 shows an indicative year planning.

	End Sept	Beg Okt	Beg Dec	Beg Febr	End April	End May
	Introduction 2 weeks	Literature study 8 weeks	Design 8 weeks	Logistics 4 weeks		
Objectives	Sketch project	Conceptual design	Practical design	Preparation for work on site.		
Description	<ul style="list-style-type: none"> ➤ Introduction to partner ➤ Define specifications and objectives 	<ul style="list-style-type: none"> ➤ Literature study ➤ Collect concepts (with budget estimation) ➤ Make year planning ➤ Choose concept ➤ Introduction to beneficiary 	<ul style="list-style-type: none"> ➤ Calculations ➤ Materials & techniques ➤ Practical design ➤ Prototype ➤ How to implement ➤ Safety (sessions) ➤ Cultural awareness (sessions) 	<ul style="list-style-type: none"> ➤ Process feedback ➤ Concrete appointments with local partner ➤ Prepare visum, vaccinations and gear 		
End products	<ul style="list-style-type: none"> ➤ Specifications 	<ul style="list-style-type: none"> ➤ Budget estimation ➤ Year planning ➤ +30 p. report ➤ Presentation 	<ul style="list-style-type: none"> ➤ Report +-40p ➤ Presentation ➤ Second budget estimation ➤ Planning 	<ul style="list-style-type: none"> ➤ Final planning 		

TABLE 2 PREPARATION PHASE FOR HUMASOL – PLANNING OF DELIVERABLES/DEADLINES

¹ The planning given in this article is indicatory, meaning that deviations of this planning are possible.

Humasol commits to coordinate with selected students to carry out the studies, design and other preparation work that are necessary for a successful execution of the project. Humasol is responsible for the selection of the students, for the coaching of the students, for the collaboration with experts and for the coordination with the university.

The students get their projects assigned at the end of September (the beginning of the academic year). Next to a project they also get a coach assigned, this coach will follow their project and guide them through the preparation.

In the first weeks of October the students arrange a meeting with the partner and clarify the objectives of the project and the specifications of the installation. They elaborate the project specifications that were set during the project selection process. They do this in cooperation with the partner and the beneficiaries. It is the duty of the partner to bring the students in contact with the beneficiaries.

When the specifications of the installation are clarified, they start the literature study. In the beginning of December, they give an intermediate presentation in which they present the literature study to the members and board of Humasol. The partner can attend this presentation but is not obliged to do so. The students will also be asked to prepare an estimation of the project budget, so both Humasol and the partner can make an accurate estimation of the costs of the following year. As of the end of December until the end of January the student is free from any tasks and is not obligated to do anything for the project due to exams.

From the beginning of February until the beginning of April the students concretize the conceptual solution proposed in the literature study. In the first weeks of April the students hand in a final report. This report should contain all the necessary information to construct the installation. This report will be shared with the partner, to enable the partner to study the proposed project, and give comments if desired. One week after the submission of this report, the students will receive the feedback on their report by their coaches and other Humasol members. They can take this feedback into account when they are preparing their final presentation. Three weeks after handing in the final report the students do this final presentation. This presentation will be in Ghent or Leuven, and is open for all interested people. Mainly, the attendees are the Humasol board, the Humasol members and volunteers, the students themselves, the newly hired students, partners and sponsors. After the final presentation, the students get the final 'GO', 'GO under conditions' or 'NO GO' decision from the Humasol board. Afterwards the students still take care of some logistics and process the feedback from the final presentation.

The partner also commits to prepare the execution phase to ensure (a) enough manpower for full completion of the project (the students coordinate with the partner to define the final number) and (b) supply of materials that can be bought locally and upfront.

Table 3 gives an idea of what is expected from both parties during the different phases of the project.

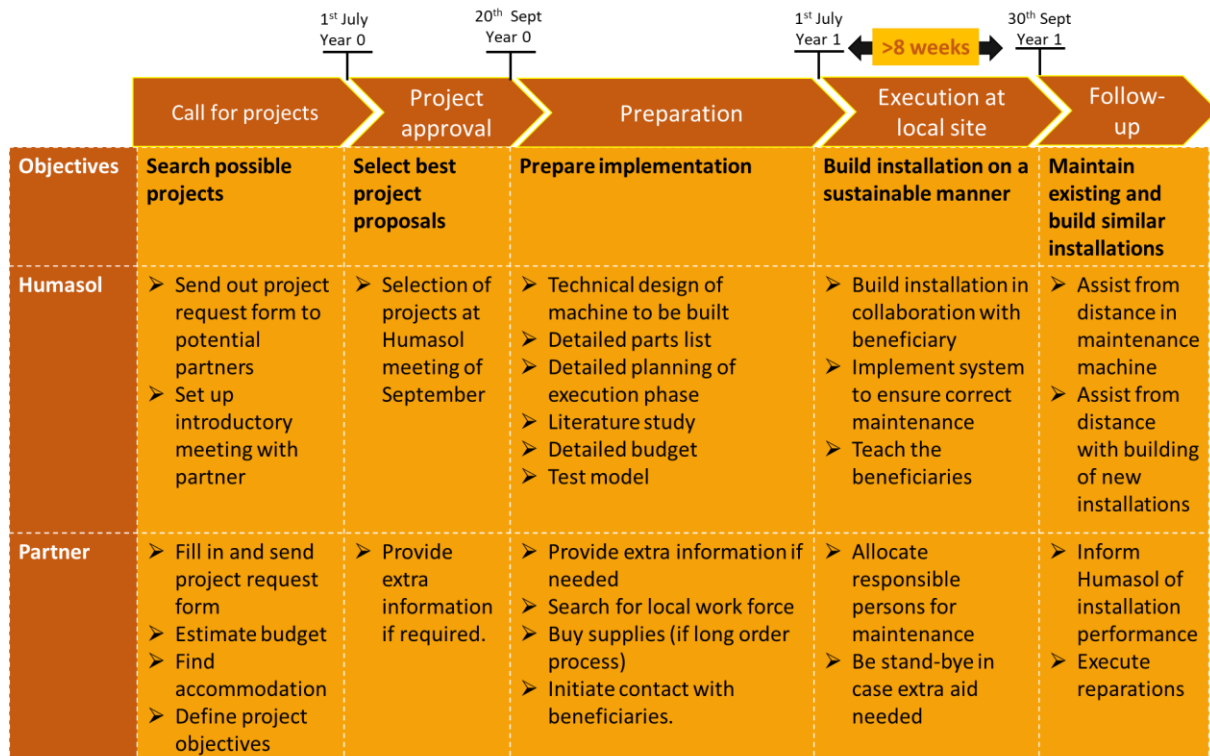


TABLE 3 OVERVIEW OF A GENERAL PROJECT

4 Project execution

In this phase the project is executed as prepared during the year. Special attention is paid to the exchange of knowledge to maintain or even reproduce the construction. The beneficiaries are taught how to use the installation on a sustainable manner.

Humasol commits to send the students, or any other person that can carry out the execution phase and that has been selected by Humasol. They are present for a minimal duration of six weeks and a maximal duration of eight weeks. Humasol will continue to follow up her students while on location. At least once every two weeks there's contact between the students and the coach or other Humasol members. This can be by means of Skype or email. In case of safety issues or drastic changes to the project due to local circumstances the students need approval from the board before continuing the project.

The students will keep a blog so that anyone who visits Humasol's website can track their activities. The blog will be available at: <http://www.humasol.be/blog/>. If the partner wants a more detailed update he may always contact the students directly.

Humasol commits to contribute as much as possible to ensure the good working of the installation, but it cannot guarantee that the installation will be fully working within the required specifications.

The partner commits to contribute as much as possible to ensure the good working of the machine. Specifically, their help is expected for the following points during the project execution phase:

- **Local work force:** the beneficiaries should (in coordination with the partner) ensure the availability of the required workforce during the six to eight weeks stay of the students or other persons selected by Humasol to carry out the execution. The local work force can consist, but is not limited to, welders,

plumbers, electricians, mechanics, and drivers. The students will coordinate with the partner during the preparation phase about the specific need for the concrete project.

- **Supplies from local stores:** the beneficiaries and partner commit to assist the students to obtain supplies from the local stores at fair local market prices and to assist them in the transportation towards these shops. If possible, the local partner should buy before the execution phase the necessary supplies, to ensure a faster execution of the project when the students are present.

5 Project follow-up

The partner commits to select a responsible or a group of responsible people to ensure the sustainability of the project. The partner may be aided in this selection by the students. The responsible person (or group) will:

- **Inform** Humasol on the actual performance of the installation (i.e. is it still working?), or on possible technical issues that need to be solved
- **Repair** the installation in case of problems.
- **Maintain** the installation by performing preventive maintenance and regular check-ups.

Humasol commits to assist the local partner in the above without being locally present. Under no circumstance, it can be expected that any Humasol member returns to the project location. In case of technical issues the partner may always contact the partner relations responsible by mail: pr@humasol.be

The partner relations responsible will bring the partner in touch with one of the students who executed the project, if any of them is still active in the organization. Otherwise the partner relations responsible will bring the partner in touch with the Humasol member who has the most technical expertise on the matter. Sending pictures along the request for advice will help Humasol to assess the situation and give more adequate advice.

6 Budgeting and division of costs

Humasol believes that the sustainability of projects relies largely on the sharing of the costs between the partner, Humasol and the beneficiaries. The final objective is to obtain around a 70-30 division of the costs between the partner and Humasol. If possible Humasol insists that the beneficiaries also contribute something. Hereby Humasol hopes to increase the feeling of responsibility of the beneficiaries.

At the beginning of the collaboration (see planning of paragraph 3.2 for specific date), the partner and Humasol get to an agreement on a first estimate of the costs, based on local benchmarks and historic cost databases of Humasol. It is standard Humasol policy to provide the students with 75% of the budget when they arrive at the project location. Once 75% of the budget is consumed the students need to ask for the remaining 25% and clarify how they used the first 75%. Humasol then assesses the situation and provides the remaining 25% if appropriate. At the end of the project, the students, or any other person selected by Humasol and partner, will provide full clarity on all costs made and hand over all receipts, invoices, etc. to Humasol to comply with local tax regulations.

Humasol strives to limit the costs to the project budget which is agreed with both partner and students, or other persons selected by Humasol and partner. The students, or any other person selected by Humasol and partner, need to clarify cost deviations and they need approval of Humasol throughout the project duration. All project-related expenses that would increase the total cost of the project above the pre-defined and mutually agreed project budget and that therefore would consume (part of) the buffer, must be discussed with Humasol prior to making the expense. This way, Humasol tries to avoid usage of the financial buffer. Non-used but planned financial resources (i.e. budget and/or buffer not used for project-costs) will remain property of the donor (i.e. 30% Humasol, 70% project partner). Table 4 details the different cost types and the accountability of the costs for each cost type.

The financial buffer is defined as 20% of the first estimation of the total project costs. The project follow-up costs include all costs associated to the maintenance and reparation of the installation after the execution phase, Humasol advises the partner strongly to let the beneficiaries pay a part of this cost to increase the feeling of ownership. Accommodation is expected to be paid by the partner. This does not need to be complicated. For example, an extra bed in the houses of the beneficiaries can be used.

Table 4 details the different cost types and the accountability of the costs for each cost type.

TABLE 4 HUMASOL COST POLICY

COST TYPE	Humasol	Partner	Student*
PROJECT COSTS			
Direct project related costs (e.g. materials, prototypes, equipment...)	30%	70%	0%
Logistics related to material transport and people transport related to the project	30%	70%	0%
Project follow-up	0%	100%	0%
Buffer**	50%	50%	0%
OTHER COSTS			
Food and beverages	0%	0%	100%
Accommodation	0%	100%	0%
Air plane tickets	0%	0%	100%
Medical costs (vaccinations, EHBO kit, ...)	0%	0%	100%
VISA	0%	0%	100%
Communication between students and Humasol (Skype)	100%	0%	0%

* Students or any other person selected by Humasol to carry out the project. They are encouraged to obtain scholarships (e.g. VLIR) and other subsidies to cover their costs

** Defined as 20% of first estimation of total project costs

6.1 Accommodation and food

The beneficiaries commit to assist the student, or any other person selected by Humasol, to find food at normal conditions and local prices. If there is for some reason no room available at the houses of the beneficiaries, a maximum amount of 3 EUR/day/student can be asked for accommodation.

7 Sharing of knowledge and technologies

According to Humasol's vision, we want to make renewable energy, water and sustainable technology accessible to everyone. So, our general principle is that we want to share all the internal knowledge from the organization to outsiders who are interested. However, for practical reasons it is not always possible to share everything at every time. The following chapter gives a guideline on how we want to share our knowledge and products to partners and third parties.

7.1 Sharing of knowledge

Under "knowledge" is included: all project reports, technical calculations, other documents from the preparation or execution of the projects, pictures of the projects, etc.

The extent to which Humasol tries to provide all the requested information or will answer questions on the documents, is dependent on the relationship between Humasol and the partner. The only thing Humasol asks in

return for the sharing of all information, is that Humasol is acknowledged as a contributor to the cause of the information.

7.1.1 Current partners

Questions raised by current project partners will always be answered, as sharing our knowledge is the basis of the collaboration. These questions will first be handled by the students. If they are not able or authorized to answer, the location manager will answer or ensure the question is passed to another Humasol member that can answer the question.

If a question is raised that is outside of the scope of the agreed project, Humasol will try to find the best suited person to answer the question.

7.1.2 Ex-partners

With all partners who Humasol has collaborated in the past, all questions regarding the executed project will always be shared. These questions will be handled by Humasol members that have once contributed to the project. If there are no members in the organization that have directly contributed to the project, the question will be asked to another member. The time it will take to answer these questions might be significantly longer than question raised by the current partners. However, Humasol will always answer questions by ex-partners to the best of her capabilities.

If a question is raised outside of the scope of the executed project, the question will be handled as if it were a new project request.

7.1.3 Rejected project partners

If a partner wishes to collaborate with Humasol but Humasol is not able to answer to this request (due to safety reasons at the project location, limited number of projects that can be executed by Humasol, ...), Humasol can – in some cases – offer help in the technical request. If Humasol is able to answer to these questions will be dependent on the availability of a few members. Also, questions raised by parties that are not or have not been in collaboration with Humasol will have a lower priority than questions raised by current or ex-partners.

Example: in 2016 the political situation in Democratic Republic of Congo is very unstable, and Humasol has to decline several partners because of safety reasons. This partner would be able to build the installation on its own, without the help of students on site. In this case, the PV technology manager will be asked if he can give some guidelines on the dimensions of the installation, with an estimation of the price of the materials.

7.2 Sharing of products

The term “products” includes all matters that are developed by Humasol, such as the ELC, the humidity sensor, the datalogger, ...

Humasol is a non-profit organization, and will never have the selling of products as a goal. Because Humasol as organization has its own costs for the fabrication of the products, these cannot be given away for free. The price for these products is dependent on the relationship between Humasol and the requesting party.

7.2.1 Current partners

All developed products are delivered to the partner for the price of the materials only. There will never be asked for a mark-up on the products.

If the requested product is not in stock at the time of the request, the members and/or students will try to deliver the product as quickly as possible. However, for the development of electronics it can take several weeks or months for the products being ready.

7.2.2 Ex-project partners, potential partners and rejected partners

For all other partners, such as ex-project partners, potential partners, rejected partners, etc. Humasol asks a mark-up of 20%. This mark-up is relatively low because Humasol cannot guarantee the professional follow-up as if a similar product would be bought in a regular store. If questions rise about the product, these will be handled as if it is a request for knowledge from a current partner (paragraph 7.1.1) or from an ex-partner (paragraph 7.1.2). In addition, Humasol asks the buying party to mention Humasol as a partner on the project.

If the requested product is not in stock at the time of the request, case per case will be evaluated if a product can be custom-made. Different factors might influence the choice, such as the possibility to obtain the product by a given deadline, if more products would be made within Humasol without the external request, the relationship between the requesting party and Humasol, etc.

Humasol can always refuse to sell its products if we do not agree with the purposes of the requesting party or the use of the product.