

DR. MINA MACKENZIE MEMORIAL TRUST FUND

Safeguarding, Ethics and Accountability Manual

Governance, Safeguarding and Organizational Accountability Framework

Incorporating:

- Code of Ethics and Conduct
 - Safeguarding and Protection Policy
 - Prevention of Sexual Exploitation and Abuse (PSEA) Policy
 - Reporting, Complaints and Whistleblower Protection
 - Volunteer Standards and Accountability
 - Partner Accountability and International Program Oversight
 - Board Governance and Risk Management
 - Monitoring, Evaluation and Continuous Improvement
-

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Dr. Mina MacKenzie Memorial Trust Fund

Supporting education, healthcare, and community development initiatives in India through responsible stewardship, ethical governance, safeguarding, and partnership.

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1. Introduction, Organizational Values, Governance Framework, Scope, and Definitions

1.1 Purpose of this Manual

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to conducting all activities with integrity, transparency, accountability, and respect for the dignity and rights of every person impacted by its work.

This Safeguarding, Ethics, and Accountability Manual establishes the principles, policies, standards, and procedures that govern the conduct of Mina Fund directors, officers, volunteers, contractors, consultants, implementing partners, and any other persons acting on behalf of the organization.

The Manual serves five primary purposes:

1. To protect the rights, dignity, safety, and well-being of beneficiaries, volunteers, partners, donors, and members of the public.
2. To establish clear standards of ethical conduct and accountability for persons representing Mina Fund.
3. To prevent, identify, investigate, and respond appropriately to misconduct, including sexual exploitation and abuse, harassment, discrimination, fraud, corruption, and other unethical conduct.
4. To support responsible stewardship of charitable resources and maintain public trust.
5. To demonstrate Mina Fund's commitment to recognized governance, safeguarding, and accountability practices expected by donors, funders, regulators, and accreditation bodies.

This Manual reflects Mina Fund's commitment to continuous improvement and responsible management of charitable activities both within Canada and through international partnerships.

1.2 Organizational Background

The Dr. Mina MacKenzie Memorial Trust Fund is a Canadian registered charitable organization dedicated to permanently improving the lives of disadvantaged children, women, and communities in India through access to education, healthcare, and community development opportunities.

The organization was established to honour the legacy of Dr. Mina MacKenzie, founder of Broadwell Christian Hospital in Fatehpur, Uttar Pradesh, India.

Since 2012, Mina Fund has supported educational initiatives, healthcare services, rehabilitation programming, vocational training opportunities, maternal and newborn health activities, community development programs, and capacity-building efforts implemented through trusted local partners.

Mina Fund operates as a volunteer-led organization governed by a Board of Directors. Programs are implemented through partnerships with local organizations possessing direct knowledge of community needs and local operating environments.

The organization recognizes that meaningful and sustainable development requires strong governance, respect for human dignity, responsible stewardship of resources, and effective safeguards to protect vulnerable populations.

1.3 Statement of Organizational Values

Mina Fund is guided by the following core values:

Integrity

We act honestly, ethically, and transparently in all aspects of our work.

Respect for Human Dignity

We recognize the inherent worth and equal value of every individual and strive to treat all persons with dignity, fairness, and respect.

Stewardship

We are committed to responsible management of charitable resources and to ensuring that funds entrusted to us advance our charitable mission effectively and responsibly.

Accountability

We accept responsibility for our decisions, actions, and outcomes and welcome appropriate oversight and review.

Inclusion

We seek to foster environments that are welcoming, respectful, and accessible to people of diverse backgrounds and experiences.

Partnership

We value collaborative relationships built on mutual trust, shared accountability, and respect for local leadership.

Safeguarding

We believe every person has the right to be safe from abuse, exploitation, harassment, discrimination, neglect, and violence.

Learning and Improvement

We commit to regularly reviewing our policies, practices, and relationships to strengthen organizational effectiveness and accountability.

1.4 Governance Framework

Ultimate responsibility for governance, accountability, and oversight of Mina Fund rests with the Board of Directors.

The Board is responsible for:

- Establishing organizational policies and governance standards.
- Overseeing strategic direction.
- Monitoring organizational performance.

- Managing risks.
- Protecting charitable assets.
- Promoting accountability and transparency.
- Ensuring compliance with applicable laws and regulatory requirements.
- Reviewing safeguarding performance and significant incidents.
- Maintaining public confidence in the organization.

The Board may delegate certain operational responsibilities to officers, volunteers, project leads, or committees. However, accountability for governance remains with the Board collectively.

All persons acting on behalf of Mina Fund are expected to comply with the policies and standards contained within this Manual.

1.5 Commitment to Safeguarding

Mina Fund recognizes that organizations involved in charitable and international development activities have a responsibility to prevent harm and protect those who may be vulnerable because of age, disability, gender, economic circumstances, social status, geographic isolation, displacement, dependence upon assistance, or unequal power relationships.

Mina Fund maintains a zero-tolerance approach to:

- Sexual exploitation.
- Sexual abuse.
- Child abuse.
- Harassment.
- Discrimination.
- Retaliation against individuals who report concerns in good faith.
- Deliberate misuse of organizational authority for personal advantage.

Safeguarding considerations are incorporated into organizational governance, volunteer engagement, partner relationships, project oversight, risk management practices, and incident response procedures.

The organization expects implementing partners and other organizations receiving support from Mina Fund to maintain safeguarding standards that are substantially equivalent to those outlined in this Manual.

1.6 Scope and Application

This Manual applies to:

- Directors;

- Officers;
- Volunteers;
- Contractors;
- Consultants;
- Advisors;
- Students and interns;
- Temporary personnel;
- Implementing partners;
- Partner personnel participating in Mina Fund-supported activities;
- Any other person authorized to represent Mina Fund.

The requirements of this Manual apply regardless of whether activities occur:

- In Canada;
- Internationally;
- In person;
- Virtually;
- Through electronic communications;
- Through social media platforms;
- Through implementing partners; or
- Through third-party service providers.

Compliance with this Manual is a condition of participation in Mina Fund activities.

1.7 Relationship to Canadian and International Standards

Mina Fund seeks to align its governance, safeguarding, and accountability practices with recognized Canadian and international standards applicable to charitable and international development organizations.

This includes consideration of:

- Canadian federal and provincial legislation applicable to charitable organizations.
- Canada Revenue Agency requirements applicable to registered charities.
- Human rights principles recognized internationally.
- Expectations established by Global Affairs Canada for international assistance partners.
- Safeguarding principles promoted by international development organizations.

- Governance practices reflected in the Imagine Canada Standards Program.
- Relevant obligations contained in funding agreements with donors, foundations, governments, and other funding partners.

Where legal requirements and this Manual differ, the higher standard of protection or accountability shall be followed to the extent permitted by law.

1.8 Definitions

For purposes of this Manual:

Board

The Board of Directors of the Dr. Mina MacKenzie Memorial Trust Fund.

Child

Any person under eighteen (18) years of age.

Complaint

Any concern, allegation, dissatisfaction, or report submitted regarding conduct, decisions, services, organizational practices, funding activities, or interactions involving Mina Fund.

Conflict of Interest

A situation in which personal, family, professional, financial, or other interests could reasonably influence, or appear to influence, decisions made on behalf of the organization.

Implementing Partner

An organization or entity responsible for carrying out activities supported by Mina Fund funding or oversight.

Privacy

The responsible collection, use, disclosure, retention, protection, and disposal of personal information in accordance with applicable privacy laws and Mina Fund policies.

Safeguarding

Actions taken to prevent abuse, neglect, exploitation, harassment, discrimination, and other forms of harm to individuals associated with organizational activities.

Sexual Abuse

Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

Sexual Exploitation

Any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, or politically from the exploitation of another person.

Survivor-Centred Approach

An approach that prioritizes the rights, dignity, safety, well-being, wishes, and informed choices of individuals affected by abuse or exploitation.

Volunteer

An individual who performs services on behalf of Mina Fund without receiving employment compensation.

1.9 Policy Review and Revision

This Manual shall be reviewed by the Board of Directors at least once every three years and whenever significant legislative, regulatory, operational, safeguarding, or governance developments occur.

The Board may approve amendments at any time.

The most current approved version shall be made publicly available through the Mina Fund website.

2. Code of Ethics and Conduct

2.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to conducting all activities honestly, ethically, professionally, and in a manner that promotes public confidence in the organization and the charitable sector.

This Code of Ethics and Conduct establishes the standards of behaviour expected of all individuals acting on behalf of Mina Fund.

The purpose of this Code is to:

- Promote integrity and accountability in all organizational activities.
- Support ethical decision-making.
- Protect the reputation and credibility of the organization.
- Foster a respectful and inclusive organizational culture.
- Protect beneficiaries, donors, volunteers, partners, and stakeholders.
- Ensure responsible stewardship of charitable resources.
- Support compliance with applicable laws, regulations, policies, and funding agreements.

All individuals acting on behalf of Mina Fund are expected to familiarize themselves with this Code and conduct themselves in accordance with its requirements.

2.2 Application

This Code applies to:

- Directors;
- Officers;
- Volunteers;
- Contractors;
- Consultants;
- Advisors;
- Students and interns;
- Project representatives;
- Implementing partners when acting on behalf of or participating in Mina Fund-supported activities; and
- Any other individual authorized to represent Mina Fund.

The requirements of this Code apply regardless of whether activities occur:

- In Canada;
 - Internationally;
 - In person;
 - Virtually;
 - Through electronic communications;
 - Through social media platforms; or
 - Through third-party service providers.
-

2.3 Duty to Uphold Organizational Values

All individuals associated with Mina Fund shall conduct themselves in a manner that is consistent with the organization's values of:

- Integrity;
- Respect;
- Accountability;
- Stewardship;
- Inclusion;
- Partnership;
- Safeguarding; and
- Continuous improvement.

Individuals are expected to make decisions that advance the organization's charitable mission while maintaining the trust of donors, beneficiaries, partners, regulators, and the public.

2.4 Integrity and Honesty

Individuals acting on behalf of Mina Fund shall:

- Act honestly and truthfully in all dealings.
- Avoid misleading statements, omissions, or misrepresentations.
- Present information accurately and completely.
- Fulfill commitments made on behalf of the organization.
- Promptly disclose errors, concerns, or material issues.
- Refrain from conduct that could reasonably bring the organization into disrepute.

No person shall knowingly provide false or misleading information to:

- Beneficiaries;
 - Donors;
 - Funding organizations;
 - Partner organizations;
 - Government agencies;
 - Regulatory authorities; or
 - Members of the public.
-

2.5 Respect and Professional Conduct

All individuals must treat others with dignity, courtesy, fairness, and respect.

Mina Fund expects all participants to contribute to an environment that is:

- Welcoming;
- Inclusive;
- Safe;
- Professional;
- Non-discriminatory; and
- Free from intimidation or abuse.

Individuals must not engage in behaviour that may reasonably be perceived as:

- Harassing;
- Bullying;
- Threatening;
- Intimidating;
- Abusive;
- Discriminatory; or
- Retaliatory.

Respectful conduct is expected during:

- Meetings;
- Email communications;
- Telephone conversations;
- Social media interactions;

- Online collaboration;
 - Site visits;
 - Conferences; and
 - All other organizational activities.
-

2.6 Stewardship of Charitable Resources

Individuals acting on behalf of Mina Fund are entrusted with resources intended to advance the organization's charitable mission.

These resources may include:

- Donated funds;
- Assets;
- Equipment;
- Information;
- Volunteer time;
- Organizational relationships; and
- Intellectual property.

Individuals shall:

- Use organizational resources only for authorized purposes.
- Make prudent and responsible spending decisions.
- Protect charitable assets from misuse, loss, theft, or damage.
- Maintain appropriate records when handling organizational funds or resources.
- Support transparency and accountability in resource management.

No person may use organizational resources for personal benefit except where explicitly authorized by organizational policy.

2.7 Conflicts of Interest

Individuals must avoid situations in which personal interests could interfere, or reasonably appear to interfere, with their responsibilities to Mina Fund.

Conflicts of interest may arise from:

- Family relationships;
- Financial interests;
- Business interests;

- Employment relationships;
- Personal relationships;
- Political activities; or
- Other obligations that could influence decision-making.

Individuals shall:

- Promptly disclose actual, potential, or perceived conflicts of interest.
- Update disclosures when circumstances change.
- Refrain from participating in decisions where a conflict exists.
- Follow organizational conflict-of-interest procedures.

Transparency in managing conflicts is essential to maintaining public trust.

2.8 Confidentiality and Privacy

Individuals acting on behalf of Mina Fund may have access to confidential information relating to:

- Donors;
- Beneficiaries;
- Volunteers;
- Partners;
- Employees of partner organizations;
- Financial information;
- Grant applications;
- Investigations;
- Complaints; and
- Board deliberations.

Such information shall be used only for authorized organizational purposes.

Individuals shall:

- Protect confidential information from unauthorized disclosure.
- Restrict access to those with a legitimate need to know.
- Comply with organizational privacy requirements.
- Maintain confidentiality even after their relationship with Mina Fund ends.

Confidentiality obligations do not prevent the reporting of misconduct, legal violations, or safeguarding concerns.

Mina Fund maintains a separate Privacy Policy that establishes requirements regarding the collection, use, retention, disclosure, protection, and disposal of personal information.

2.9 Safeguarding and Protection Responsibilities

All individuals associated with Mina Fund share responsibility for maintaining safe environments.

Individuals shall:

- Comply with safeguarding policies.
- Support the prevention of abuse and exploitation.
- Report concerns promptly.
- Cooperate with safeguarding investigations.
- Respect the dignity and rights of beneficiaries and community members.
- Avoid conduct that could place vulnerable individuals at risk.

Additional safeguarding responsibilities are established in Sections 3 and 4 of this Manual.

2.10 Prevention of Fraud, Corruption, and Misuse of Funds

Mina Fund maintains zero tolerance for fraud, corruption, bribery, theft, embezzlement, kickbacks, or other improper use of organizational resources.

Individuals shall not:

- Misappropriate organizational funds or assets.
- Approve improper expenditures.
- Falsify records.
- Accept improper benefits or inducements.
- Offer or receive bribes.
- Use organizational positions for personal gain.

Any suspected fraud or corruption must be reported immediately.

2.11 Social Media and Public Communications

Individuals must exercise good judgment when communicating publicly about Mina Fund.

Only authorized individuals may speak on behalf of the organization regarding official matters.

Individuals shall:

- Represent information accurately.
- Respect confidentiality obligations.

- Avoid defamatory, discriminatory, or offensive communications.
- Distinguish personal opinions from official organizational positions.
- Avoid actions that may damage public confidence in Mina Fund.

The same standards of professionalism apply online as in person.

2.12 Compliance with Laws and Policies

All individuals acting on behalf of Mina Fund shall:

- Comply with applicable laws and regulations.
- Comply with organizational policies and procedures.
- Comply with relevant funding agreements and grant requirements.
- Cooperate with audits, reviews, investigations, and compliance activities.

Lack of familiarity with organizational policies does not relieve an individual of their responsibilities under this Code.

2.13 Reporting Concerns

Individuals are expected to report concerns regarding:

- Ethical misconduct;
- Fraud;
- Corruption;
- Harassment;
- Discrimination;
- Safeguarding concerns;
- Sexual exploitation or abuse;
- Violations of organizational policy; or
- Violations of law.

Reports may be made through the mechanisms established in this Manual.

Individuals who report concerns in good faith shall be protected from retaliation.

2.14 Non-Retaliation

Mina Fund prohibits retaliation against any individual who:

- Reports a concern in good faith;

- Participates in an investigation;
- Provides information during a review process; or
- Refuses to engage in conduct that violates organizational policy.

Retaliation itself constitutes a violation of this Code.

2.15 Violations of this Code

Violations of this Code may result in corrective action proportionate to the circumstances.

Depending on severity, actions may include:

- Guidance or coaching;
- Additional training;
- Removal of responsibilities;
- Restrictions on organizational participation;
- Termination of a volunteer, contractor, or partnership relationship;
- Referral to regulatory authorities;
- Referral to law enforcement; or
- Other appropriate corrective measures.

Mina Fund will respond to alleged violations fairly, consistently, and in accordance with applicable law and organizational procedures.

2.16 Acknowledgement

All directors, officers, volunteers, contractors, consultants, and other individuals acting on behalf of Mina Fund may be required to acknowledge that they have:

- Read this Code of Ethics and Conduct;
- Understood its requirements; and
- Agreed to comply with its provisions.

The organization may maintain records of such acknowledgements as part of its governance and accountability framework.

3. Safeguarding and Protection Policy

3.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to creating and maintaining environments that are safe, respectful, inclusive, and free from abuse, neglect, exploitation, harassment, discrimination, and other forms of harm.

The purpose of this Safeguarding and Protection Policy is to:

- Promote the safety, dignity, rights, and well-being of all individuals connected with Mina Fund activities.
- Establish organizational standards for preventing harm.
- Define safeguarding responsibilities for those acting on behalf of Mina Fund.
- Support early identification and reporting of safeguarding concerns.
- Establish procedures for responding appropriately to safeguarding incidents.
- Promote accountability among directors, officers, volunteers, implementing partners, and other representatives.
- Demonstrate Mina Fund's commitment to internationally recognized safeguarding principles and responsible charitable governance.

Safeguarding is a shared responsibility that applies throughout the organization's governance, fundraising, communications, volunteer engagement, project oversight, and partner relationships.

3.2 Statement of Commitment

Mina Fund believes that every person has the right to be treated with dignity, fairness, and respect and to live free from abuse, violence, exploitation, neglect, harassment, intimidation, and discrimination.

The organization is committed to:

- Preventing foreseeable harm.
- Promoting safe organizational environments.
- Respecting the dignity and rights of all individuals.
- Responding promptly and appropriately to concerns.
- Supporting affected individuals in a respectful and trauma-informed manner.
- Maintaining organizational accountability.
- Learning from incidents and improving practices over time.

Mina Fund recognizes that vulnerability may arise from factors including:

- Age;

- Disability;
- Gender;
- Poverty;
- Social exclusion;
- Displacement;
- Dependence on assistance;
- Unequal power relationships; or
- Other personal or societal circumstances.

Safeguarding considerations shall be integrated into all relevant organizational activities and decision-making processes.

3.3 Scope

This Policy applies to:

- Directors;
- Officers;
- Volunteers;
- Contractors;
- Consultants;
- Advisors;
- Students and interns;
- Visitors acting in connection with organizational activities;
- Implementing partners;
- Personnel of implementing partners participating in Mina Fund-supported activities;
- Any individual authorized to act on behalf of Mina Fund.

The Policy applies regardless of whether activities occur:

- In Canada;
- Internationally;
- In person;
- Virtually;
- Through electronic communication;
- Through social media;

- Through fundraising activities;
- During travel;
- Through implementing partners; or
- Through third-party service providers.

Compliance with this Policy is a condition of participation in Mina Fund activities.

3.4 Safeguarding Principles

All safeguarding activities undertaken by Mina Fund shall be guided by the following principles.

3.4.1 Dignity and Respect

Every individual shall be treated with dignity, fairness, respect, and consideration.

3.4.2 Prevention First

Preventing harm is preferable to responding after harm has occurred. Safeguarding considerations shall be incorporated into planning, decision-making, supervision, monitoring, and oversight activities.

3.4.3 Best Interests of Vulnerable Persons

When concerns involve children or vulnerable adults, decisions shall prioritize safety and well-being.

3.4.4 Confidentiality

Information relating to safeguarding concerns shall be shared only with those who have a legitimate need to know.

3.4.5 Fairness

All concerns shall be reviewed fairly, objectively, and without prejudice.

3.4.6 Accountability

Individuals and organizations must accept responsibility for maintaining safe environments and addressing concerns appropriately.

3.4.7 Continuous Improvement

Mina Fund will periodically review safeguarding policies, training, reporting mechanisms, and organizational practices to improve effectiveness.

3.5 Organizational Responsibilities

3.5.1 Board of Directors

The Board of Directors is responsible for:

- Approving safeguarding policies.
- Monitoring safeguarding risks.
- Reviewing significant safeguarding incidents.

- Ensuring appropriate oversight mechanisms are maintained.
- Monitoring compliance with this Policy.
- Supporting a culture of accountability and safety.

3.5.2 Organizational Leadership

The President and other organizational leaders are responsible for:

- Promoting awareness of safeguarding requirements.
- Supporting implementation of safeguarding policies.
- Ensuring concerns are addressed appropriately.
- Supporting training and risk management activities.
- Maintaining required records.

3.5.3 Volunteers and Representatives

Volunteers and other representatives are responsible for:

- Following safeguarding requirements.
- Conducting themselves appropriately.
- Reporting concerns promptly.
- Participating in required safeguarding orientation and training.
- Cooperating with reviews and investigations.

3.5.4 Implementing Partners

Implementing partners are expected to:

- Maintain safeguarding standards consistent with this Policy.
- Investigate concerns appropriately.
- Cooperate with safeguarding reviews.
- Promote safe environments for beneficiaries and participants.
- Notify Mina Fund of significant safeguarding incidents involving Mina Fund-supported activities.

3.6 Prohibited Conduct

The following conduct is prohibited:

- Physical abuse.
- Emotional or psychological abuse.
- Sexual abuse.

- Sexual exploitation.
- Neglect.
- Harassment.
- Bullying.
- Intimidation.
- Discrimination.
- Retaliation.
- Coercion.
- Exploitation of power or authority.
- Any conduct that places vulnerable individuals at unreasonable risk of harm.

Individuals must not engage in behaviour that could reasonably undermine the safety, dignity, or rights of another person.

3.7 Child Protection Standards

Children are entitled to special protection because of their age and vulnerability.

Individuals acting on behalf of Mina Fund shall:

- Treat all children with dignity and respect.
- Promote safe and age-appropriate interactions.
- Avoid situations that may place a child at risk.
- Report concerns involving child safety immediately.
- Respect applicable child-protection laws and safeguarding procedures.

Individuals must not:

- Engage in abusive or inappropriate behaviour toward children.
- Use corporal punishment.
- Humiliate, threaten, or intimidate children.
- Share sexually explicit material with children.
- Engage in sexual activity with a child.
- Facilitate conduct that places children at risk.

The prohibition on sexual activity with children applies regardless of local laws concerning age of consent.

3.8 Protection of Vulnerable Adults

Mina Fund recognizes that adults may also be vulnerable due to:

- Disability;
- Illness;
- Dependence upon services;
- Poverty;
- Social marginalization;
- Traumatic circumstances; or
- Power imbalances.

Individuals acting on behalf of Mina Fund shall:

- Promote dignity and autonomy.
- Respect personal boundaries.
- Avoid exploitative relationships.
- Support informed decision-making whenever possible.
- Report concerns regarding abuse, exploitation, or neglect.

3.9 Safe Communications and Digital Safeguarding

Safeguarding standards apply equally in digital environments.

Individuals shall:

- Communicate respectfully.
- Protect personal information.
- Use organizational systems responsibly.
- Avoid inappropriate or exploitative communications.
- Comply with organizational privacy requirements.

Electronic communications should reflect the same standards of professionalism expected during in-person interactions.

3.10 Photography, Video, and Media

Mina Fund is committed to representing individuals and communities respectfully.

When photographs, videos, testimonials, or stories are used:

- Dignity and privacy shall be respected.

- Appropriate permissions shall be obtained where required.
- Images shall not be misleading, exploitative, humiliating, or degrading.
- Personal information shall be protected.
- Individuals shall not be portrayed in a manner that places them at risk.

Particular care shall be exercised when content involves children or vulnerable individuals.

3.11 Travel and Site Visits

Individuals conducting site visits or travel on behalf of Mina Fund shall:

- Conduct themselves professionally.
- Follow safeguarding requirements.
- Respect local laws and cultural contexts.
- Avoid situations that may compromise personal safety or organizational integrity.
- Report safeguarding concerns observed during travel.

Travel activities shall not be used to create opportunities for inappropriate relationships, exploitation, or abuse.

3.12 Safeguarding Risk Management

Mina Fund will incorporate safeguarding considerations into organizational risk management processes.

Risk assessments may consider:

- Nature of project activities.
- Characteristics of beneficiary populations.
- Partner capacity.
- Geographic and social contexts.
- Volunteer involvement.
- Communications and data practices.
- Travel activities.
- Power imbalances that may contribute to risk.

Reasonable safeguards shall be implemented to reduce identified risks.

3.13 Reporting Safeguarding Concerns

Any individual who becomes aware of:

- Abuse;
- Exploitation;
- Neglect;
- Harassment;
- Retaliation;
- Safeguarding policy violations; or
- Situations presenting significant safeguarding risk

is expected to report the concern promptly.

Reports may be submitted:

- To the President;
- To a Director;
- Through organizational complaint mechanisms; or
- Through other designated reporting channels.

Additional procedures for reporting sexual exploitation and abuse are described in Section 4.

3.14 Response to Safeguarding Concerns

Mina Fund shall:

- Take concerns seriously.
- Assess immediate risks.
- Implement reasonable protective measures where required.
- Review allegations fairly.
- Maintain confidentiality to the extent possible.
- Cooperate with appropriate authorities when required.
- Document actions taken.
- Monitor implementation of corrective actions.

No safeguarding concern shall be dismissed solely because limited information is initially available.

3.15 Protection from Retaliation

Mina Fund prohibits retaliation against any person who:

- Reports a safeguarding concern in good faith;
- Participates in an investigation;

- Provides information during a review;
- Supports an affected individual; or
- Refuses to participate in conduct that violates safeguarding requirements.

Retaliation itself constitutes a serious violation of organizational policy.

3.16 Training and Awareness

Mina Fund may provide safeguarding orientation and training appropriate to organizational size, activities, and identified risks.

Training may include:

- Safeguarding principles.
- Reporting procedures.
- Prevention of Sexual Exploitation and Abuse (PSEA).
- Harassment prevention.
- Appropriate professional boundaries.
- Child protection.
- Partner accountability requirements.

The organization may require acknowledgement of safeguarding policies as a condition of participation.

3.17 Monitoring and Review

The Board shall review safeguarding practices periodically to assess:

- Policy effectiveness;
- Incident trends;
- Training requirements;
- Partner compliance;
- Emerging risks;
- Opportunities for improvement.

The organization will update safeguarding policies as needed to reflect:

- Changes in operations;
- Best practices;
- Legal developments;

- Funding requirements; and
 - Lessons learned from organizational experience.
-

3.18 Relationship to the PSEA Policy

This Safeguarding and Protection Policy establishes Mina Fund's overall safeguarding framework.

The Prevention of Sexual Exploitation and Abuse (PSEA) Policy in Section 4 provides additional and more specific requirements relating to:

- Sexual exploitation;
- Sexual abuse;
- Survivor-centred response;
- PSEA investigations;
- PSEA reporting obligations; and
- Partner safeguarding responsibilities relating to sexual misconduct.

Where the requirements of Section 4 establish a higher standard, the requirements of Section 4 shall prevail.

4. Prevention of Sexual Exploitation and Abuse (PSEA)

4.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to preventing, identifying, investigating, and responding to all forms of sexual exploitation and abuse.

Sexual exploitation and abuse violate human rights, undermine the dignity and safety of affected individuals, damage public trust, and are fundamentally incompatible with the mission and values of Mina Fund.

Mina Fund recognizes that individuals associated with charitable, healthcare, educational, community-development, and humanitarian activities may occupy positions of trust, authority, influence, or privilege. Such positions create a responsibility to ensure that power is never misused for personal gain or to exploit vulnerable persons.

The purpose of this Policy is to:

- Establish a zero-tolerance approach to sexual exploitation and abuse.
- Define prohibited conduct.
- Promote safe organizational environments.
- Establish reporting and response requirements.
- Protect individuals who report concerns.
- Support survivor-centred practices.
- Promote accountability among representatives and implementing partners.
- Demonstrate compliance with recognized safeguarding expectations of funders, donors, regulators, and the public.

4.2 Statement of Organizational Commitment

Mina Fund is committed to ensuring that all individuals associated with the organization are treated with dignity, respect, and fairness.

Mina Fund maintains zero tolerance for:

- Sexual exploitation;
- Sexual abuse;
- Sexual harassment;
- Exploitative relationships;
- Retaliation against individuals who report concerns in good faith; and
- Failure to report known or suspected sexual exploitation or abuse.

Every person acting on behalf of Mina Fund shares responsibility for maintaining safe environments and preventing exploitation and abuse.

4.3 Scope

This Policy applies to:

- Directors;
- Officers;
- Volunteers;
- Contractors;
- Consultants;
- Advisors;
- Visitors participating in Mina Fund activities;
- Partner organizations;
- Personnel employed or engaged by implementing partners;
- Any individual acting on behalf of Mina Fund.

The Policy applies to activities occurring:

- In Canada;
- Internationally;
- In person;
- Virtually;
- Through social media;
- During travel or site visits;
- Through organizational communications;
- Through implementing partners; and
- Through any Mina Fund-supported project or activity.

4.4 Definitions

4.4.1 Sexual Exploitation

Sexual exploitation means:

Any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including profiting monetarily, socially, emotionally, professionally, or politically from the exploitation of another person.

Sexual exploitation may occur even when no physical contact takes place.

4.4.2 Sexual Abuse

Sexual abuse means:

Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal, manipulative, coercive, deceptive, or otherwise inappropriate conditions.

4.4.3 Survivor

A survivor is a person who has experienced sexual exploitation or abuse or who identifies as having been affected by such conduct.

The term survivor is used throughout this Policy in recognition of the dignity, resilience, and autonomy of affected individuals.

4.4.4 Child

A child is any person under eighteen (18) years of age.

4.4.5 Safeguarding Concern

A safeguarding concern includes:

- Actual incidents;
 - Suspected incidents;
 - Allegations;
 - Attempts;
 - Patterns of behaviour;
 - Policy violations; or
 - Situations presenting a substantial risk of sexual exploitation or abuse.
-

4.5 Prohibited Conduct

Individuals acting on behalf of Mina Fund shall not:

4.5.1

Engage in sexual exploitation or sexual abuse.

4.5.2

Engage in sexual activity with a child.

The prohibition applies regardless of:

- Local laws;
- Local customs;
- Age of consent provisions;
- Mistaken beliefs regarding age;
- Apparent willingness of the child.

A mistaken belief regarding age shall not be considered a defence.

4.5.3

Exchange money, employment, goods, services, educational opportunities, healthcare access, assistance, protection, sponsorship, housing, transportation, or other benefits for:

- Sexual activity;
 - Sexual favours;
 - Romantic relationships; or
 - Other exploitative arrangements.
-

4.5.4

Solicit, request, encourage, or pressure any beneficiary, participant, volunteer, partner representative, patient, student, trainee, or community member to engage in sexual activity.

4.5.5

Use organizational authority, influence, position, information, or resources to obtain sexual access to another person.

4.5.6

Possess, create, distribute, access, or share sexually exploitative material involving children.

4.5.7

Knowingly conceal incidents of sexual exploitation or abuse.

4.5.8

Retaliate against any person who reports concerns in good faith.

4.6 Survivor-Centred Approach

Mina Fund shall apply a survivor-centred approach when responding to concerns.

This approach recognizes:

- Safety;
- Dignity;
- Respect;
- Non-discrimination;
- Privacy;
- Confidentiality;
- Informed decision-making;
- Empowerment of affected persons.

Whenever reasonably possible, affected individuals should be informed about:

- Available reporting options;
- Available support resources;
- Investigation processes;
- Confidentiality limitations;
- Protective measures.

No person shall be pressured into participating in an investigation.

4.7 Prevention Measures

To reduce the risk of exploitation or abuse, Mina Fund may implement measures including:

4.7.1 Policy Awareness

Providing access to:

- This Policy;
- The Safeguarding Policy;
- The Code of Ethics and Conduct.

4.7.2 Orientation and Training

Providing safeguarding and PSEA orientation appropriate to organizational responsibilities and risk levels.

4.7.3 Volunteer and Representative Screening

Applying role-appropriate screening measures before individuals assume responsibilities on behalf of Mina Fund.

4.7.4 Partner Due Diligence

Evaluating the safeguarding practices of implementing partners where appropriate.

4.7.5 Risk Assessments

Considering safeguarding risks during:

- Program planning;
 - Site visits;
 - Partner selection;
 - Communications activities;
 - Fundraising activities; and
 - Organizational growth initiatives.
-

4.8 Duty to Report

All individuals acting on behalf of Mina Fund have a duty to report:

- Suspected sexual exploitation;
- Suspected sexual abuse;
- Attempted sexual exploitation;
- Serious safeguarding concerns relating to sexual misconduct.

Concerns should be reported as soon as reasonably possible.

Failure to report reasonably suspected sexual exploitation or abuse may itself constitute a policy violation.

4.9 Reporting Channels

Reports may be submitted to:

- The President;
- Any Director;
- A designated safeguarding contact;
- An alternative reporting mechanism established by the Board.

Where a report involves the President, reports should be directed to another Director.

Where a report involves a Director, the matter should be reported to the remaining Directors.

Anonymous reports may be submitted and will be reviewed to the extent possible.

4.10 Immediate Response

Upon becoming aware of a concern, Mina Fund shall seek to:

4.10.1

Assess immediate safety risks.

4.10.2

Protect affected individuals from ongoing harm.

4.10.3

Preserve relevant information.

4.10.4

Determine whether urgent external reporting obligations exist.

4.10.5

Implement interim protective measures where required.

4.10.6

Assess whether contractual, donor, regulatory, legal, or funding-related reporting obligations apply and ensure that any required external notifications are submitted within applicable reporting timelines.

Where a credible allegation of Sexual Exploitation or Abuse arises in connection with a funded project or activity, Mina Fund shall ensure that any required external reporting is initiated as soon as reasonably practicable and, where required by the applicable reporting framework or funding agreement, within forty-eight (48) hours after the allegation has been determined to be credible.

External reporting does not replace Mina Fund's responsibility to protect affected individuals, implement safeguarding measures, conduct appropriate investigations, comply with legal obligations, and implement corrective actions. All such actions shall be undertaken in a manner that protects the privacy, dignity, and confidentiality of affected individuals to the fullest extent possible.

4.11 Investigation Process

Where investigation is appropriate:

4.11.1 Intake Review

An initial assessment shall determine:

- Nature of the allegation;

- Immediate risk;
 - Jurisdictional considerations;
 - Potential legal reporting obligations.
-

4.11.2 Appointment of Reviewer

An appropriately qualified and impartial reviewer or investigator shall be designated.

4.11.3 Information Gathering

Information may be gathered through:

- Interviews;
 - Written statements;
 - Relevant records;
 - Partner reports;
 - Available evidence.
-

4.11.4 Findings

Findings shall be based on available information and documented appropriately.

4.11.5 Corrective Action

When concerns are substantiated, corrective actions shall be determined based on:

- Severity;
 - Risk;
 - Legal obligations;
 - Organizational responsibilities.
-

4.12 Confidentiality

Information relating to reports shall be handled confidentially to the greatest extent possible.

Information shall be shared only with individuals who require access in order to:

- Protect safety;
- Conduct reviews;
- Meet legal obligations;

- Implement corrective actions.

Absolute confidentiality cannot be guaranteed where disclosure is required by law or necessary to protect safety.

4.13 Protection from Retaliation

No person shall suffer retaliation because they:

- Reported a concern in good faith;
- Participated in a review;
- Provided information;
- Assisted an affected individual;
- Refused to participate in prohibited conduct.

Retaliation may result in disciplinary or corrective action.

4.14 Corrective Actions

Corrective actions may include:

- Additional training;
- Formal warnings;
- Restrictions on duties;
- Removal from roles;
- Termination of volunteer relationships;
- Termination of contractor relationships;
- Suspension of partner activities;
- Reporting to authorities;
- Other appropriate measures.

Corrective actions shall be proportionate to the circumstances.

4.15 Implementing Partner Requirements

Implementing partners receiving Mina Fund support are expected to:

- Maintain safeguarding policies;
- Prohibit sexual exploitation and abuse;
- Train relevant personnel;

- Maintain reporting mechanisms;
- Investigate concerns appropriately;
- Cooperate with Mina Fund safeguarding reviews;
- Report significant incidents involving Mina Fund-supported activities.

Mina Fund may request evidence demonstrating compliance with these expectations.

4.16 Board Oversight

The Board of Directors shall oversee implementation of this Policy.

The Board shall:

- Review significant safeguarding incidents;
- Monitor safeguarding risks;
- Review policy effectiveness;
- Review relevant partner compliance issues;
- Ensure corrective actions are implemented.

The Board may receive periodic safeguarding reports that exclude personally identifying information where practical.

4.17 Annual Review

This Policy shall be reviewed:

- At least once every three years;
- Following significant safeguarding incidents;
- Following significant changes in organizational operations;
- When legal or regulatory requirements change.

Lessons learned through implementation shall be incorporated into future revisions.

4.18 Public Availability

Mina Fund shall make this Policy publicly available through its website.

The organization believes transparency strengthens accountability and supports public confidence in its safeguarding commitments.

5. Reporting, Complaints, Whistleblower Protection and Incident Management

5.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to maintaining a culture of accountability, transparency, and continuous improvement.

The organization recognizes that concerns, complaints, incidents, and reports of misconduct may arise in the course of organizational activities. Individuals must have access to safe, accessible, and fair mechanisms for reporting concerns without fear of retaliation.

The purpose of this Policy is to:

- Establish mechanisms for reporting concerns.
- Encourage early identification of risks and misconduct.
- Promote accountability and responsible governance.
- Ensure complaints are managed fairly and consistently.
- Protect individuals who raise concerns in good faith.
- Support timely resolution of issues.
- Strengthen public confidence in the organization.

This Policy complements the requirements established in:

- Section 2: Code of Ethics and Conduct;
 - Section 3: Safeguarding and Protection Policy; and
 - Section 4: Prevention of Sexual Exploitation and Abuse (PSEA).
-

5.2 Scope

This Policy applies to concerns raised by:

- Directors;
- Officers;
- Volunteers;
- Contractors;
- Consultants;
- Implementing partners;
- Beneficiaries;
- Donors;
- Community members;
- Members of the public; and

- Any other stakeholder affected by Mina Fund activities.

The Policy applies to concerns arising from:

- Governance activities;
 - Volunteer activities;
 - Fundraising activities;
 - Financial management;
 - Partner relationships;
 - Communications and social media;
 - Project oversight;
 - Safeguarding matters; and
 - Alleged policy violations.
-

5.3 Guiding Principles

The administration of this Policy shall be guided by the following principles:

5.3.1 Accessibility

Individuals should have accessible opportunities to raise concerns.

5.3.2 Fairness

All concerns shall be reviewed objectively and without bias.

5.3.3 Confidentiality

Information shall be shared only with persons who have a legitimate need to know.

5.3.4 Timeliness

Concerns should be acknowledged and addressed within reasonable timeframes.

5.3.5 Accountability

Decisions and actions should be documented appropriately.

5.3.6 Protection from Retaliation

Individuals reporting concerns in good faith shall be protected from retaliation.

5.3.7 Continuous Improvement

Mina Fund shall use information obtained through reports, complaints, and incidents to improve organizational practices.

5.4 Types of Reports and Complaints

The following categories of concerns may be submitted under this Policy.

5.4.1 Governance Concerns

Examples include:

- Board conduct concerns;
 - Policy violations;
 - Conflicts of interest;
 - Governance failures;
 - Misuse of authority.
-

5.4.2 Financial Concerns

Examples include:

- Fraud;
 - Theft;
 - Misappropriation of funds;
 - Financial mismanagement;
 - Inappropriate expenditures;
 - Accounting irregularities.
-

5.4.3 Conduct Concerns

Examples include:

- Harassment;
 - Discrimination;
 - Bullying;
 - Unprofessional behaviour;
 - Retaliation.
-

5.4.4 Safeguarding Concerns

Examples include:

- Abuse;
- Neglect;
- Exploitation;
- Child protection concerns;

- Other safeguarding violations.
-

5.4.5 PSEA Concerns

Concerns involving:

- Sexual exploitation;
- Sexual abuse;
- Sexual misconduct; or
- Violations of Section 4

shall be managed in accordance with the additional requirements established in the PSEA Policy.

5.4.6 Operational Concerns

Examples include:

- Service quality concerns;
 - Communication issues;
 - Program delivery concerns;
 - Partner performance concerns.
-

5.5 Reporting Channels

Concerns may be submitted through:

- Email;
- Written correspondence;
- Organizational contact forms;
- Direct communication with the President;
- Direct communication with a Director;
- Other reporting methods approved by the Board.

The organization may publish designated reporting contact information on its website.

5.6 Information to Include in a Report

Where possible, reports should include:

- Description of the concern;
- Date of the incident or concern;

- Individuals involved;
- Witnesses, if any;
- Available supporting information;
- Safety concerns requiring immediate attention.

Individuals are encouraged to provide factual information rather than assumptions or speculation.

A report may still be submitted if all information is not available.

5.7 Anonymous Reports

Anonymous reports may be submitted.

The organization recognizes that some individuals may be reluctant to identify themselves due to fear of retaliation or other concerns.

Anonymous reports shall be reviewed to the extent possible.

However, anonymity may limit the organization's ability to:

- Verify information;
 - Request clarification;
 - Conduct a complete investigation; or
 - Provide feedback regarding outcomes.
-

5.8 Complaints Management Process

5.8.1 Initial Review

Upon receiving a complaint, Mina Fund shall:

- Record the complaint;
 - Assess urgency and risk;
 - Determine whether immediate action is required;
 - Identify any applicable policies.
-

5.8.2 Acknowledgement

Where contact information is available, the organization will normally acknowledge receipt of a complaint within a reasonable period.

Acknowledgement does not imply that allegations have been substantiated.

5.8.3 Assessment

The organization shall determine:

- Nature of the concern;
 - Applicable policies;
 - Whether an investigation is warranted;
 - Whether specialized processes apply.
-

5.8.4 Investigation

Where necessary, a review or investigation may be conducted.

Investigations may include:

- Interviews;
 - Review of records;
 - Collection of relevant information;
 - Partner consultation;
 - Review of applicable policies.
-

5.8.5 Resolution

Appropriate resolutions may include:

- Clarification;
 - Corrective action;
 - Policy improvements;
 - Additional training;
 - Referral to another process;
 - Formal findings; or
 - Other appropriate actions.
-

5.9 Whistleblower Protection

Mina Fund strongly encourages individuals to report concerns involving:

- Fraud;
- Corruption;
- Financial misconduct;

- Serious policy violations;
- Safeguarding failures;
- Violations of law;
- Threats to health or safety.

The organization believes early reporting strengthens accountability and reduces organizational risk. Individuals are encouraged to raise concerns even when the facts are not yet fully established.

5.10 Protection from Retaliation

Mina Fund prohibits retaliation against any individual who:

- Reports concerns in good faith;
- Participates in a review;
- Provides information;
- Acts as a witness;
- Cooperates with an investigation;
- Refuses to participate in wrongdoing.

Examples of retaliation may include:

- Threats;
- Intimidation;
- Harassment;
- Removal from responsibilities;
- Unfair treatment;
- Reputational attacks;
- Other adverse actions motivated by the individual's report.

Retaliation constitutes a serious policy violation.

5.11 Bad Faith Reports

Mina Fund recognizes that not all reports will ultimately be substantiated.

A report made in good faith shall not be considered improper merely because an allegation is not substantiated.

However, knowingly false reports made maliciously or for improper purposes may result in corrective action.

5.12 Incident Management

Certain events may require formal incident management procedures, including:

- Safeguarding incidents;
 - PSEA incidents;
 - Serious injuries;
 - Security incidents;
 - Significant operational disruptions;
 - Data breaches;
 - Reputational incidents;
 - Regulatory concerns.
-

5.12.1 Incident Documentation

Significant incidents shall be documented appropriately.

Records may include:

- Description of the incident;
 - Date and location;
 - Individuals involved;
 - Immediate actions taken;
 - Follow-up actions;
 - Corrective measures;
 - Closure date.
-

5.12.2 Corrective Actions

Following an incident, Mina Fund may implement:

- Training;
 - Policy changes;
 - Monitoring requirements;
 - Supervision enhancements;
 - Partner corrective action plans;
 - Other risk-reduction measures.
-

5.12.3 Lessons Learned

Where appropriate, incident reviews shall identify:

- Contributing factors;
- Policy gaps;
- Procedural weaknesses;
- Opportunities for improvement.

The organization will incorporate lessons learned into future risk management and governance activities.

5.12.4 External Reporting Obligations

Certain incidents may trigger contractual, regulatory, donor, or funder reporting requirements. Mina Fund shall assess all significant incidents to determine whether external reporting obligations exist and shall comply with applicable reporting requirements within established timelines.

This includes, where applicable, reporting requirements established by Global Affairs Canada relating to credible allegations of Sexual Exploitation and Abuse in Canadian-funded international assistance activities.

5.13 Board Reporting

The Board shall receive periodic summaries of:

- Complaint trends;
- Whistleblower reports;
- Significant incidents;
- Safeguarding concerns;
- Risk management issues.

Reports should generally be provided in a manner that protects confidentiality and personal privacy.

The Board may request additional information when required to fulfill its governance responsibilities.

5.14 Confidentiality

Individuals involved in the administration of this Policy shall take reasonable steps to protect confidential information.

Confidentiality shall be maintained to the greatest extent possible while allowing the organization to:

- Conduct reviews;
- Protect safety;
- Respond to complaints;

- Meet legal obligations;
- Implement corrective actions.

Absolute confidentiality cannot be guaranteed in every situation.

5.15 Record Retention

Mina Fund shall maintain records relating to:

- Complaints;
- Incident reports;
- Investigations;
- Corrective actions;
- Board reporting;

in a secure manner consistent with organizational record-retention and privacy requirements.

Access shall be limited to authorized individuals.

5.16 Monitoring and Review

The Board shall periodically review:

- Volume and types of complaints;
- Incident trends;
- Reporting effectiveness;
- Policy implementation;
- Opportunities for improvement.

This review shall support the organization's commitment to accountability, transparency, and continuous improvement.

5.17 Public Availability

Mina Fund shall make information regarding its complaints and reporting processes publicly available through its website.

Stakeholders should be able to identify clear mechanisms for:

- Reporting concerns;
 - Submitting complaints;
 - Raising safeguarding issues; and
 - Reporting suspected misconduct.
-

6. Volunteer Standards, Screening, Orientation, Training and Accountability

6.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") recognizes that volunteers are essential to the achievement of its charitable mission and the delivery of its governance, fundraising, communications, project oversight, and organizational development activities.

This Policy establishes standards for the recruitment, screening, orientation, supervision, training, recognition, and accountability of volunteers.

The purpose of this Policy is to:

- Promote meaningful volunteer engagement.
- Support safe and respectful volunteer participation.
- Protect the interests of beneficiaries, partners, donors, and the public.
- Align volunteer responsibilities with organizational goals.
- Support safeguarding and risk management objectives.
- Clarify roles, responsibilities, and expectations.
- Promote a positive and productive volunteer experience.
- Demonstrate compliance with recognized charitable-sector governance practices.

Mina Fund values the contribution of volunteers and seeks to build an environment that encourages service, learning, inclusion, and accountability.

6.2 Scope

This Policy applies to all non-board volunteers who provide services, assistance, expertise, support, or representation on behalf of Mina Fund.

For purposes of this Policy, volunteers may include individuals engaged in:

- Grant writing;
- Fundraising;
- Communications;
- Social media;
- Research;
- Administrative support;
- Governance support;
- Project monitoring;
- Event support;

- Technical advisory activities; and
- Other approved volunteer functions.

Board members are expected to comply with the Code of Ethics and Conduct and all applicable organizational policies but are governed separately through Board governance processes.

6.3 Guiding Principles

Volunteer engagement shall be guided by the following principles:

6.3.1 Mission Alignment

Volunteer activities should contribute directly or indirectly to the achievement of Mina Fund's charitable mission.

6.3.2 Respect

Volunteers shall be treated with dignity, fairness, and respect.

6.3.3 Safety

Volunteer engagement shall support safe environments for all participants and stakeholders.

6.3.4 Accountability

Volunteers are accountable for carrying out assigned responsibilities appropriately and professionally.

6.3.5 Inclusion

Volunteer opportunities should be accessible and welcoming to individuals from diverse backgrounds and experiences.

6.3.6 Stewardship

Volunteer activities should support responsible use of organizational resources.

6.3.7 Learning and Improvement

Mina Fund seeks to provide opportunities for volunteers to develop knowledge, skills, and experience while supporting the organization's mission.

6.4 Responsibility for Volunteer Engagement

The President shall be responsible for overall volunteer involvement within the organization.

The President may delegate operational responsibilities to designated project leads, coordinators, officers, or experienced volunteers as appropriate.

Responsibilities may include:

- Recruitment;
- Assignment of duties;
- Orientation;
- Supervision;
- Policy communication;
- Performance feedback;
- Issue resolution;
- Volunteer recognition;
- Record keeping.

Ultimate accountability for volunteer management remains with organizational leadership.

6.5 Volunteer Roles and Assignments

Volunteer assignments shall:

- Be linked to the organization's mission and priorities.
- Have a legitimate organizational purpose.
- Reflect the skills and interests of volunteers where practical.
- Be proportionate to organizational needs.
- Include appropriate oversight and support.

Volunteer assignments may vary in complexity and responsibility depending on organizational requirements.

Typical volunteer assignments may include:

Communications Volunteers

Activities may include:

- Preparing website content;
 - Drafting newsletters;
 - Managing social media activities;
 - Supporting donor communications.
-

Grant Writing Volunteers

Activities may include:

- Researching funding opportunities;
 - Drafting grant proposals;
 - Gathering supporting documentation;
 - Assisting with reporting requirements.
-

Administrative Volunteers

Activities may include:

- Data management;
 - Record organization;
 - Meeting support;
 - Document preparation.
-

Advisory Volunteers

Activities may include:

- Subject matter expertise;
 - Governance support;
 - Strategic planning assistance;
 - Technical review activities.
-

6.6 Volunteer Recruitment

Mina Fund seeks to recruit volunteers who:

- Support the organization's mission and values.
- Demonstrate integrity and professionalism.
- Possess skills relevant to available opportunities.
- Are willing to comply with organizational policies.

Recruitment activities may include:

- Website postings;
- Social media communications;

- Referrals;
- Community outreach;
- Professional networks;
- Educational institutions;
- Existing volunteer networks.

The organization reserves the right to determine whether a volunteer opportunity is appropriate for a particular individual.

6.7 Volunteer Screening

Mina Fund recognizes that effective screening contributes to safeguarding, risk management, and organizational accountability.

The level of screening shall be proportionate to:

- Role responsibilities;
 - Access to sensitive information;
 - Access to organizational funds;
 - Access to beneficiaries;
 - Degree of organizational representation;
 - Safeguarding considerations.
-

6.7.1 General Screening

Screening measures may include:

- Application forms;
 - Informal interviews;
 - Reference verification;
 - Review of relevant experience;
 - Assessment of role suitability.
-

6.7.2 Enhanced Screening

Where warranted by risk, additional measures may include:

- Identity verification;
- Reference checks;
- Criminal record checks;

- Vulnerable sector checks;
- Professional credential verification.

The organization may determine that certain volunteer roles require enhanced screening before participation is approved.

6.7.3 Ongoing Suitability

Volunteer suitability may be reviewed periodically.

Volunteers are expected to disclose circumstances that could materially affect their eligibility to participate in volunteer activities.

6.8 Volunteer Orientation

Before assuming their responsibilities, volunteers shall receive orientation appropriate to their role.

Orientation may include:

- Organizational mission and values;
- Organizational structure;
- Volunteer responsibilities;
- Applicable policies;
- Safeguarding requirements;
- Privacy and confidentiality obligations;
- Conflict of interest requirements;
- Communications expectations;
- Reporting procedures.

The depth of orientation may vary according to the nature of the volunteer assignment.

6.9 Required Policy Familiarization

Volunteers may be required to review and acknowledge relevant organizational policies.

These policies may include:

- Code of Ethics and Conduct;
- Safeguarding and Protection Policy;
- PSEA Policy;
- Privacy Policy;
- Conflict of Interest Policy;

- Complaints Policy;
- Volunteer Standards Policy.

Records of acknowledgements may be maintained by the organization.

6.10 Volunteer Training

Where appropriate, volunteers may receive training relevant to their responsibilities.

Training topics may include:

- Grant writing;
- Fundraising practices;
- Communications standards;
- Safeguarding;
- Privacy protection;
- Data security;
- Risk management;
- Project monitoring;
- Board governance;
- PSEA awareness.

Training requirements shall be proportionate to organizational risks and volunteer responsibilities.

6.11 Volunteer Expectations

Volunteers are expected to:

- Act professionally.
- Support the organization's mission.
- Follow organizational policies.
- Respect confidentiality.
- Conduct themselves ethically.
- Protect organizational assets.
- Respect beneficiaries, partners, donors, and fellow volunteers.
- Report concerns when appropriate.
- Complete assigned responsibilities to the best of their ability.

Volunteers shall represent the organization honestly and responsibly.

6.12 Confidentiality

Volunteers may have access to confidential information relating to:

- Donors;
- Beneficiaries;
- Volunteers;
- Partners;
- Financial information;
- Internal organizational matters.

Volunteers must protect confidential information and use it only for authorized organizational purposes.

Confidentiality obligations continue after volunteer service ends.

6.13 Conflict of Interest

Volunteers shall avoid situations that create actual, potential, or perceived conflicts of interest.

Volunteers must:

- Disclose conflicts promptly.
- Update disclosures when circumstances change.
- Avoid participating in decisions where a conflict exists.

Transparency and disclosure are essential to maintaining organizational trust.

6.14 Safeguarding Responsibilities

All volunteers share responsibility for safeguarding.

Volunteers must:

- Follow safeguarding requirements.
- Maintain appropriate boundaries.
- Report safeguarding concerns.
- Support safe organizational environments.
- Participate in safeguarding training where required.

Additional obligations are outlined in Sections 3 and 4 of this Manual.

6.15 Volunteer Supervision

The level of supervision provided shall reflect:

- The nature of the assignment;
- Associated risks;
- Organizational needs;
- Volunteer experience and responsibilities.

Supervision may include:

- Regular meetings;
- Project updates;
- Informal check-ins;
- Review of deliverables;
- Performance feedback.

The organization seeks to provide volunteers with support sufficient to promote success and accountability.

6.16 Feedback and Communication

Volunteers shall have opportunities to:

- Receive feedback;
- Ask questions;
- Raise concerns;
- Suggest improvements.

Mina Fund values volunteer perspectives and encourages constructive dialogue.

Feedback mechanisms may include:

- Meetings;
 - Email communications;
 - Project reviews;
 - Volunteer discussions;
 - Informal consultations.
-

6.17 Volunteer Recognition

Mina Fund recognizes the important contributions made by volunteers.

Recognition may include:

- Expressions of appreciation;
- Public acknowledgement (with consent);
- Volunteer references;
- Certificates of appreciation;
- Organizational updates regarding volunteer impact;
- Opportunities for increased responsibility.

Recognition activities shall be appropriate to the organization's size and resources.

6.18 Corrective Action

Where concerns arise regarding volunteer conduct or performance, Mina Fund may implement corrective measures.

Depending on circumstances, corrective action may include:

- Additional guidance;
- Additional training;
- Increased supervision;
- Modification of responsibilities;
- Temporary suspension from activities;
- Removal from volunteer roles.

Corrective action shall be proportionate to the circumstances.

6.19 Volunteer Resignation and Separation

Volunteers may end their involvement at any time by notifying the organization.

The organization may also end volunteer relationships where necessary to protect:

- Organizational interests;
- Beneficiaries;
- Stakeholders;
- Volunteers;
- Compliance with policies.

Where practical, the organization will seek to ensure an orderly transition of responsibilities.

6.20 Records Management

Mina Fund may maintain records relating to:

- Volunteer applications;
- Screening activities;
- Training participation;
- Policy acknowledgements;
- Role assignments;
- Recognition activities;
- Corrective actions.

Volunteer records shall be managed in accordance with organizational privacy practices.

6.21 Monitoring and Review

The organization shall periodically review volunteer engagement practices to assess:

- Effectiveness;
- Safeguarding considerations;
- Volunteer support needs;
- Training requirements;
- Organizational risks;
- Opportunities for improvement.

Feedback from volunteers may inform these reviews.

6.22 Relationship to Other Policies

This Policy should be read together with:

- Section 2: Code of Ethics and Conduct;
- Section 3: Safeguarding and Protection Policy; and
- Section 4: Prevention of Sexual Exploitation and Abuse (PSEA).
- Section 5: Reporting, Complaints, Whistleblower Protection and Incident Management.

Where multiple policies apply, the higher safeguarding or accountability requirement shall prevail.

6.23 Public Availability

Mina Fund may make summary information regarding volunteer standards available through its website as part of its commitment to transparency, accountability, and responsible governance.

7. Partner Accountability, Due Diligence, Monitoring and International Program Oversight

7.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") recognizes that effective partnerships are essential to achieving meaningful, sustainable, and accountable charitable outcomes.

Because much of Mina Fund's work is implemented through partner organizations, the organization has a responsibility to exercise appropriate oversight over activities supported through its funding, resources, expertise, reputation, and charitable status.

The purpose of this Policy is to:

- Promote responsible stewardship of charitable resources.
- Establish expectations for partner organizations.
- Strengthen accountability within international development activities.
- Support safeguarding and risk management objectives.
- Protect beneficiaries, donors, volunteers, and stakeholders.
- Promote transparency and ethical conduct.
- Ensure charitable resources are used for approved purposes.
- Support compliance with donor, regulatory, and accreditation requirements.

This Policy is intended to support collaborative and respectful partnerships while maintaining appropriate oversight and accountability.

7.2 Scope

This Policy applies to:

- Implementing partners;
- Cooperating organizations;
- Hospitals;
- Educational institutions;
- Community organizations;
- Contractors delivering program activities;
- Organizations receiving grants or financial support from Mina Fund; and
- Organizations representing Mina Fund within project activities.

The Policy applies to domestic and international partnerships.

7.3 Guiding Principles

Partnership relationships shall be guided by the following principles.

7.3.1 Mutual Respect

Partnerships should be built upon mutual respect, trust, honesty, and shared commitment to improving community well-being.

7.3.2 Accountability

All parties are accountable for their actions, decisions, and use of resources.

7.3.3 Transparency

Information relevant to project implementation and organizational accountability should be shared openly and accurately.

7.3.4 Stewardship

Resources entrusted to Mina Fund and its partners shall be used prudently, efficiently, and solely for approved purposes.

7.3.5 Safeguarding

The protection of beneficiaries, patients, students, volunteers, and community members shall remain a priority throughout all partnership activities.

7.3.6 Continuous Improvement

Partnerships should encourage learning, capacity building, and ongoing enhancement of organizational practices.

7.4 Partner Selection and Assessment

Before establishing a significant partnership, Mina Fund may conduct an assessment appropriate to the size, complexity, risk level, and duration of the proposed relationship.

Partner assessments may consider:

- Mission alignment;
- Organizational leadership;
- Governance practices;
- Financial management capacity;
- Program delivery capabilities;

- Safeguarding practices;
- Reputation and community standing;
- Legal or regulatory status;
- Prior performance;
- Risk profile.

The depth of assessment shall be proportionate to the risks associated with the proposed partnership.

7.5 Partner Standards

Mina Fund expects partners to operate in a manner consistent with principles of:

- Integrity;
- Respect;
- Accountability;
- Transparency;
- Safeguarding;
- Non-discrimination;
- Responsible resource management.

Partners are expected to comply with applicable laws and regulations within their jurisdictions.

Where activities are funded or supported by Mina Fund, the organization may establish additional requirements as a condition of support.

7.6 Partnership Agreements

Where appropriate, Mina Fund may establish written agreements describing:

- Objectives of the partnership;
- Activities to be undertaken;
- Roles and responsibilities;
- Reporting requirements;
- Financial arrangements;
- Monitoring expectations;
- Safeguarding requirements;
- Use of organizational names and logos;

- Dispute-resolution processes;
- Termination provisions.

The level of formality shall be proportionate to the nature and risk level of the relationship.

7.7 Safeguarding Requirements for Partners

Mina Fund expects partner organizations to maintain environments that are safe, respectful, and free from abuse and exploitation.

Partners involved in Mina Fund-supported activities should:

- Maintain safeguarding policies appropriate to their operations;
- Maintain standards prohibiting sexual exploitation and abuse;
- Respond appropriately to safeguarding concerns;
- Screen personnel as appropriate;
- Support training and awareness activities;
- Cooperate with safeguarding reviews when requested.

Partners shall promptly notify Mina Fund of significant safeguarding incidents related to Mina Fund-supported activities.

7.8 Prevention of Sexual Exploitation and Abuse Requirements

Partners participating in Mina Fund-funded or Mina Fund-supported activities are expected to:

- Prohibit sexual exploitation and abuse;
- Maintain reporting mechanisms;
- Respond appropriately to allegations;
- Support survivor-centred practices;
- Cooperate with investigations where appropriate;
- Promptly report credible allegations of Sexual Exploitation or Abuse and other significant safeguarding incidents affecting Mina Fund-supported activities.

Mina Fund reserves the right to review partner safeguarding measures as part of ongoing oversight activities.

7.9 Financial Accountability

Partners receiving financial support are expected to maintain records sufficient to demonstrate appropriate use of funds.

Depending on the circumstances, Mina Fund may request:

- Budgets;
- Financial reports;
- Receipts;
- Supporting documentation;
- Project expenditure summaries;
- Audit information;
- Other evidence of financial accountability.

The level of financial oversight shall be proportionate to the amount of support provided and associated risks.

7.10 Program Monitoring

Mina Fund may monitor supported activities through mechanisms such as:

- Progress reports;
- Financial reporting;
- Project updates;
- Site visits;
- Virtual meetings;
- Photographic documentation;
- Outcome reporting;
- Third-party verification where appropriate.

Monitoring activities are intended to support learning, accountability, and effective stewardship.

7.11 Site Visits and Field Oversight

Where practical and appropriate, representatives of Mina Fund may conduct site visits to observe supported activities.

Site visits may be used to:

- Review project progress;
- Verify activities;
- Strengthen relationships;
- Assess safeguarding practices;
- Support learning and collaboration.

Site visits should be conducted respectfully and in a manner that promotes partnership rather than unnecessary administrative burden.

7.12 Management of Identified Risks

When concerns are identified, Mina Fund may implement measures including:

- Enhanced monitoring;
- Additional reporting requirements;
- Capacity-building support;
- Corrective action plans;
- Temporary restrictions;
- Suspension of funding;
- Termination of the partnership.

Actions taken shall be proportionate to the nature and severity of identified concerns.

7.13 Corrective Action Plans

Where deficiencies are identified, Mina Fund may request a corrective action plan.

Corrective action plans may address:

- Financial issues;
- Governance weaknesses;
- Reporting concerns;
- Safeguarding deficiencies;
- Program management concerns;
- Compliance issues.

Corrective action plans should include:

- Specific actions;
 - Responsible individuals;
 - Timelines;
 - Monitoring arrangements.
-

7.14 Conflict Resolution

Mina Fund seeks to resolve disagreements constructively and collaboratively whenever possible.

When disputes arise, parties should make reasonable efforts to:

- Communicate openly;

- Clarify misunderstandings;
- Review relevant facts;
- Explore mutually acceptable solutions.

More formal dispute-resolution mechanisms may be utilized where necessary.

7.15 Suspension or Termination of Partnerships

Mina Fund may suspend or terminate a partnership when circumstances warrant.

Factors that may support suspension or termination include:

- Serious safeguarding concerns;
- Fraud or financial misconduct;
- Persistent non-compliance;
- Failure to implement corrective actions;
- Significant reputational risk;
- Material breach of agreements;
- Legal or regulatory concerns.

Decisions shall be made fairly and with consideration of potential impacts on beneficiaries and ongoing activities.

7.16 International Development and Cross-Cultural Engagement

Mina Fund recognizes that effective international development work requires humility, partnership, and respect for local expertise.

Representatives acting on behalf of Mina Fund shall:

- Respect cultural differences;
- Promote local leadership;
- Avoid paternalistic approaches;
- Support sustainable capacity building;
- Recognize the knowledge and expertise of local communities.

The organization seeks relationships based upon partnership rather than dependency.

7.17 Human Rights Commitment

Mina Fund supports principles consistent with internationally recognized human rights standards.

The organization expects partners to uphold practices that promote:

- Human dignity;
- Equality;
- Non-discrimination;
- Inclusion;
- Respectful treatment of all individuals.

This commitment extends to beneficiaries, patients, students, staff, volunteers, and community members.

7.18 Environmental and Community Responsibility

Where relevant to project activities, Mina Fund encourages responsible environmental and community practices.

Partners are encouraged to consider:

- Environmental sustainability;
- Community consultation;
- Responsible use of resources;
- Long-term impacts on local communities.

7.19 Board Oversight

The Board of Directors is responsible for overseeing partner accountability and international program oversight.

The Board shall:

- Review significant partnership relationships;
- Monitor major risks;
- Review significant incidents;
- Monitor implementation of corrective actions where required;
- Ensure appropriate accountability mechanisms exist.

The Board may delegate operational monitoring activities while retaining overall governance responsibility.

7.20 Documentation and Record Retention

Mina Fund may maintain records relating to:

- Partner assessments;

- Agreements;
- Reports;
- Monitoring activities;
- Safeguarding reviews;
- Corrective actions;
- Significant decisions affecting partnerships.

Records shall be maintained in accordance with organizational privacy and record-management requirements.

7.21 Relationship to Existing Long-Term Partners

Mina Fund recognizes the importance of longstanding partnerships developed through shared commitment, trust, and demonstrated service to communities.

Long-term relationships, including partnerships supporting healthcare, education, and community-development activities, remain subject to the accountability, safeguarding, monitoring, and oversight expectations established in this Policy.

The existence of a longstanding relationship does not eliminate the organization's responsibility to exercise appropriate oversight and stewardship.

7.22 Monitoring and Review

The organization shall periodically review partnership management practices to assess:

- Effectiveness of oversight;
- Safeguarding compliance;
- Financial accountability;
- Risk management effectiveness;
- Lessons learned;
- Opportunities for improvement.

Results of such reviews may inform future organizational policies and partnership practices.

7.23 Public Accountability

Mina Fund recognizes that donors, beneficiaries, regulators, funding agencies, and the public have a legitimate interest in understanding how partnerships are managed.

The organization is committed to appropriate transparency regarding:

- Partnership activities;

- Program outcomes;
- Governance practices;
- Safeguarding commitments;
- Financial stewardship.

Information may be communicated through annual reports, donor communications, public disclosures, grant reports, and other appropriate mechanisms.

8. Board Governance, Risk Management and Organizational Oversight

8.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") recognizes that effective governance is essential to maintaining public trust, achieving charitable objectives, safeguarding organizational resources, and ensuring accountability to donors, beneficiaries, partners, regulators, and the communities served.

The purpose of this Policy is to:

- Define the governance responsibilities of the Board of Directors.
- Establish expectations for oversight and accountability.
- Support effective strategic leadership.
- Promote responsible stewardship of charitable resources.
- Strengthen risk management practices.
- Ensure compliance with applicable legal, regulatory, and ethical requirements.
- Promote transparency and public confidence.
- Support alignment with recognized governance standards and best practices.

This section should be read together with all other sections of this Manual, as governance responsibilities extend across ethics, safeguarding, financial accountability, volunteer management, partner oversight, and organizational risk management.

8.2 Governance Principles

Mina Fund's governance framework is guided by the following principles:

8.2.1 Accountability

The Board is accountable for the stewardship of the organization and the fulfillment of its charitable purposes.

8.2.2 Integrity

Governance decisions shall be made honestly, ethically, and in the best interests of the organization.

8.2.3 Transparency

The organization shall communicate openly regarding its activities, governance practices, and use of resources while protecting confidential information where appropriate.

8.2.4 Stewardship

Resources entrusted to Mina Fund shall be managed responsibly and used to advance approved charitable purposes.

8.2.5 Mission Focus

Governance decisions shall support the achievement of Mina Fund's mission and charitable objectives.

8.2.6 Continuous Improvement

The Board shall periodically evaluate governance practices and pursue opportunities for improvement.

8.3 Authority of the Board

The Board of Directors is the governing body of Mina Fund and is ultimately responsible for the organization's oversight and direction.

The Board shall act collectively and exercise its authority through properly constituted meetings and documented decisions.

No individual director may independently bind the organization unless specifically authorized to do so.

The Board may delegate operational responsibilities while retaining ultimate governance accountability.

8.4 Responsibilities of the Board

The Board is responsible for:

- Protecting and advancing the charitable mission.
- Approving organizational strategy.
- Approving significant policies.
- Overseeing financial stewardship.
- Monitoring legal and regulatory compliance.
- Managing organizational risks.
- Overseeing safeguarding practices.
- Monitoring organizational performance.
- Supporting accountability and transparency.
- Protecting organizational reputation.

- Ensuring continuity of leadership.

These responsibilities extend to all activities conducted directly by Mina Fund or through partner organizations.

8.5 Strategic Oversight

The Board shall maintain responsibility for the organization's strategic direction.

The Board should periodically review:

- Mission relevance.
- Strategic objectives.
- Organizational priorities.
- Program effectiveness.
- Community needs.
- Funding opportunities.
- Organizational capacity.

Strategic planning should support both immediate operational priorities and long-term organizational sustainability.

8.6 Fiduciary Responsibilities

Directors owe fiduciary duties to the organization and are expected to act:

- Honestly.
- In good faith.
- With care and diligence.
- In the best interests of the organization.

Directors shall:

- Exercise independent judgment.
 - Avoid conflicts of interest.
 - Protect charitable assets.
 - Promote responsible financial stewardship.
 - Support compliance with applicable laws and policies.
-

8.7 Financial Oversight

The Board is responsible for ensuring appropriate financial oversight.

Responsibilities include:

- Approving annual budgets.
- Reviewing financial reports.
- Monitoring financial performance.
- Reviewing significant expenditures.
- Monitoring reserves where applicable.
- Protecting charitable resources.
- Supporting financial accountability.

The Board shall seek to ensure that resources are used effectively, efficiently, and in accordance with donor intent and organizational objectives.

8.8 Approval of Annual Financial Statements

The Board shall review and approve annual financial statements before their release or submission.

The Board shall satisfy itself that:

- Financial information is presented accurately.
- Significant financial risks are understood.
- Applicable reporting obligations have been met.

Board approval shall be documented in meeting records.

8.9 Regulatory and Legal Compliance

The Board shall oversee compliance with:

- Applicable legislation;
- Regulatory requirements;
- Canada Revenue Agency requirements applicable to registered charities;
- Funding agreements;
- Contractual obligations;
- Organizational policies.

The Board shall take reasonable steps to identify and address material compliance concerns.

8.10 Safeguarding Oversight

The Board recognizes safeguarding as a core governance responsibility.

The Board shall:

- Approve safeguarding policies.
- Monitor safeguarding risks.
- Review significant safeguarding incidents and any resulting external reporting obligations.
- Monitor corrective actions.
- Review safeguarding reports.
- Promote a culture of safety and accountability.

Safeguarding oversight includes:

- Child protection;
 - Protection of vulnerable adults;
 - Prevention of sexual exploitation and abuse;
 - Harassment prevention;
 - Volunteer safety;
 - Partner safeguarding practices.
-

8.11 Partner Oversight

The Board shall oversee significant organizational partnerships.

Responsibilities include:

- Monitoring partner-related risks.
- Reviewing significant partnership issues.
- Monitoring major international activities.
- Ensuring accountability mechanisms exist.
- Reviewing significant safeguarding concerns involving partners.

The Board recognizes that accountability extends to activities carried out through implementing partners.

8.12 Risk Management Framework

The Board shall maintain oversight of organizational risks.

Risk management activities should seek to:

- Identify risks.
- Assess potential impacts.

- Determine mitigation measures.
- Monitor risk trends.
- Strengthen organizational resilience.

Risk management should be integrated into governance and decision-making activities.

8.13 Risk Categories

The Board may periodically review risks including:

8.13.1 Strategic Risks

Examples include:

- Inability to achieve organizational objectives;
 - Mission drift;
 - Loss of organizational capacity.
-

8.13.2 Financial Risks

Examples include:

- Revenue instability;
 - Fraud;
 - Misappropriation of funds;
 - Financial reporting weaknesses.
-

8.13.3 Operational Risks

Examples include:

- Technology failures;
 - Information management issues;
 - Volunteer capacity limitations.
-

8.13.4 Safeguarding Risks

Examples include:

- Abuse;
- Exploitation;
- Harassment;

- Inadequate safeguarding controls.
-

8.13.5 Reputational Risks

Examples include:

- Public controversies;
 - Significant misconduct;
 - Partner-related incidents;
 - Communications failures.
-

8.13.6 Legal and Compliance Risks

Examples include:

- Regulatory non-compliance;
 - Contractual disputes;
 - Privacy breaches.
-

8.13.7 International Program Risks

Examples include:

- Partner governance issues;
 - Political instability;
 - Security concerns;
 - Program delivery disruptions.
-

8.14 Risk Register

Mina Fund may maintain a risk register documenting significant organizational risks.

The risk register may include:

- Risk descriptions.
- Likelihood assessments.
- Potential impacts.
- Existing controls.
- Planned mitigation measures.
- Responsible individuals.

- Review dates.

The format may be proportionate to organizational size and complexity.

8.15 Crisis and Incident Oversight

Significant organizational incidents shall be reported to the Board as appropriate.

Examples may include:

- Safeguarding incidents;
- PSEA incidents;
- Major financial irregularities;
- Significant legal matters;
- Data breaches;
- Reputational crises.

The Board shall oversee corrective actions and lessons learned arising from such events.

8.16 Board Meetings

The Board shall meet frequently enough to fulfill its governance responsibilities.

Meeting agendas should include consideration of:

- Strategic matters;
- Financial information;
- Governance issues;
- Safeguarding issues;
- Risk management;
- Policy matters;
- Partnership updates.

Board decisions shall be documented through minutes or other approved records.

8.17 Board Records

The organization shall maintain appropriate records including:

- Board minutes;
- Governance policies;
- Strategic plans;

- Risk-management documentation;
- Financial reports;
- Conflict-of-interest disclosures;
- Significant Board decisions.

Records shall be retained in a secure and organized manner.

8.18 Conflict of Interest Oversight

The Board shall maintain procedures for identifying and managing conflicts of interest.

Directors shall:

- Disclose conflicts promptly.
- Update disclosures when circumstances change.
- Remove themselves from discussions or decisions where necessary.

Conflict-of-interest management supports both accountability and public trust.

8.19 Board Recruitment and Composition

The Board shall seek to maintain an appropriate combination of:

- Experience;
- Skills;
- Independence;
- Diversity of perspectives;
- Community knowledge; and
- Commitment to the organization's mission.

Board recruitment should consider current and future organizational needs.

8.20 Board Orientation and Development

New directors should receive orientation appropriate to their responsibilities.

Orientation may include:

- Organizational mission and history;
- Governance responsibilities;
- Financial oversight;
- Safeguarding responsibilities;

- Risk management;
- Strategic priorities;
- Applicable policies.

The organization may periodically provide governance-development opportunities to directors.

8.21 Succession Planning

The Board shall seek to support continuity of leadership through succession planning.

Succession planning may address:

- Director recruitment;
- Officer positions;
- Key volunteer leadership roles;
- Organizational knowledge retention.

The Board should periodically review succession needs and potential future leadership requirements.

8.22 Board Evaluation

The Board may periodically evaluate its effectiveness.

Areas for evaluation may include:

- Governance performance;
- Strategic oversight;
- Meeting effectiveness;
- Risk management;
- Policy oversight;
- Safeguarding oversight;
- Organizational accountability.

Evaluation findings may inform governance improvements.

8.23 Organizational Transparency

Mina Fund is committed to maintaining appropriate transparency regarding:

- Governance practices;
- Use of resources;

- Organizational activities;
- Safeguarding commitments;
- Public accountability measures.

Transparency supports donor confidence, public trust, and effective stewardship.

8.24 Policy Review Responsibilities

The Board shall periodically review organizational policies to ensure they remain:

- Relevant;
- Effective;
- Legally compliant;
- Consistent with organizational needs;
- Aligned with recognized best practices.

Policies may be reviewed more frequently where significant changes occur in operations, funding requirements, regulation, or risk profile.

8.25 Public Accountability and Organizational Commitment

The Board of Directors affirms its commitment to governance practices that promote:

- Integrity;
- Accountability;
- Transparency;
- Stewardship;
- Safeguarding;
- Continuous improvement.

The Board recognizes that these commitments support the organization's mission, protect stakeholders, strengthen public trust, and help ensure that charitable resources achieve their intended impact.

9. Monitoring, Evaluation, Public Reporting, Document Control and Continuous Improvement

9.1 Purpose

The Dr. Mina MacKenzie Memorial Trust Fund ("Mina Fund") is committed to maintaining effective governance, safeguarding, accountability, and operational practices through ongoing monitoring, evaluation, learning, and continuous improvement.

The purpose of this section is to:

- Establish organizational monitoring and review requirements.
- Support accountability to beneficiaries, donors, partners, regulators, and the public.
- Promote continuous organizational learning.
- Ensure policies remain current and effective.
- Support responsible management of organizational risks.
- Strengthen transparency and public confidence.

Mina Fund recognizes that strong governance is an ongoing process requiring regular review and adaptation as organizational activities, risks, and operating environments evolve.

9.2 Commitment to Continuous Improvement

Mina Fund is committed to regularly evaluating:

- Governance practices;
- Safeguarding systems;
- Financial stewardship;
- Volunteer management;
- Partner oversight;
- Program effectiveness;
- Risk management processes;
- Public accountability measures.

Lessons learned through experience, monitoring, reviews, audits, stakeholder feedback, incidents, and changing best practices shall be used to improve organizational performance.

9.3 Organizational Monitoring Framework

The Board shall maintain oversight of organizational performance through monitoring activities that are proportionate to the size and complexity of the organization.

Monitoring activities may include:

- Board reports;

- Financial reporting;
- Partner reporting;
- Safeguarding reporting;
- Risk reviews;
- Strategic plan progress reviews;
- Grant reporting;
- Volunteer feedback;
- Stakeholder feedback;
- Policy compliance reviews.

The objective of monitoring is to identify strengths, emerging risks, and opportunities for improvement.

9.4 Performance Monitoring

The Board may periodically review information including:

9.4.1 Mission Impact

- Progress toward charitable objectives;
 - Beneficiary outcomes;
 - Community impact;
 - Alignment with mission and strategic priorities.
-

9.4.2 Financial Performance

- Revenue and fundraising performance;
 - Program expenditures;
 - Administrative expenditures;
 - Budget performance;
 - Financial sustainability.
-

9.4.3 Governance Performance

- Board effectiveness;
- Policy implementation;
- Strategic oversight;

- Compliance activities.
-

9.4.4 Risk Management Performance

- Significant organizational risks;
 - Emerging risks;
 - Risk mitigation effectiveness;
 - Incident trends.
-

9.4.5 Safeguarding Performance

- Policy implementation;
 - Training completion;
 - Incident reporting trends;
 - Corrective actions;
 - Partner safeguarding performance.
-

9.5 Organizational Learning

Mina Fund recognizes that learning is essential to organizational effectiveness.

Learning activities may include:

- Review of project outcomes;
- Evaluation findings;
- Stakeholder consultations;
- Volunteer feedback;
- Partner feedback;
- Grant reporting lessons;
- Incident reviews;
- Governance reviews.

The organization shall seek to apply lessons learned to future planning and decision-making.

9.6 Stakeholder Feedback

Mina Fund values input from stakeholders, including:

- Beneficiaries;

- Community members;
- Donors;
- Volunteers;
- Partner organizations;
- Funding organizations;
- Advisory volunteers.

Stakeholder feedback may be gathered through:

- Meetings;
- Surveys;
- Complaints processes;
- Project reporting;
- Informal consultations;
- Correspondence.

The organization shall consider stakeholder feedback when evaluating organizational effectiveness and planning improvements.

9.7 Safeguarding Monitoring

Safeguarding is an ongoing governance responsibility.

The organization shall periodically review:

- Safeguarding incidents;
- Safeguarding risks;
- Policy compliance;
- Training activities;
- Reporting effectiveness;
- Partner safeguarding practices.

The objective of these reviews is to identify opportunities to strengthen the safety and protection of all individuals connected to Mina Fund activities.

9.8 Annual Governance Review

At least annually, the Board should consider reviewing:

- Governance effectiveness;

- Strategic priorities;
- Major risks;
- Financial position;
- Safeguarding systems;
- Partnership oversight;
- Compliance obligations;
- Policy review schedule.

The results of these reviews should inform organizational planning for the coming year.

9.9 Public Accountability and Transparency

Mina Fund recognizes that transparency helps maintain public trust and confidence.

Subject to privacy, legal, contractual, and safeguarding considerations, the organization may publicly communicate information relating to:

- Mission and objectives;
- Programs and activities;
- Governance practices;
- Partnerships;
- Safeguarding commitments;
- Annual accomplishments;
- Fundraising activities;
- Financial reporting.

Public communications should be accurate, balanced, and consistent with organizational values.

9.10 Donor Accountability

Mina Fund is committed to responsible stewardship of donor contributions.

Donors should have access to information regarding:

- Organizational mission and activities;
- Governance structure;
- Use of funds;
- Contact information;
- Complaints procedures;

- Public policies where applicable.

The organization shall seek to ensure fundraising communications accurately describe intended activities and expected outcomes.

9.11 Policy Monitoring

Management and the Board shall monitor implementation of policies contained in this Manual.

Monitoring may include:

- Compliance reviews;
- Incident reviews;
- Training records;
- Acknowledgement records;
- Partner compliance assessments;
- Board oversight activities.

Policy implementation should reflect the size, resources, and operational realities of the organization.

9.12 Policy Review Schedule

Unless an earlier review becomes necessary, this Manual should be reviewed at least once every three years.

Reviews may occur sooner due to:

- Significant safeguarding incidents;
- Changes in legislation;
- Changes in regulatory expectations;
- New funding requirements;
- Significant organizational growth;
- New operational risks;
- Board direction.

Policy amendments should be documented appropriately.

9.13 Authority to Amend

The Board of Directors retains authority to:

- Approve amendments;

- Replace policies;
- Adopt supplementary policies;
- Update procedures;
- Issue governance directives.

Amendments should be communicated to affected stakeholders where appropriate.

9.14 Document Control

The organization shall maintain a current version of this Manual.

Document control information should include:

- Version number;
- Approval date;
- Effective date;
- Review date;
- Revision history;
- Authorizing body.

Only the most recently approved version shall be considered authoritative.

9.15 Public Availability

Subject to operational requirements and confidentiality considerations, Mina Fund intends to make this Manual publicly available through its website.

Publication of this Manual demonstrates the organization's commitment to:

- Accountability;
 - Transparency;
 - Safeguarding;
 - Ethical conduct;
 - Continuous improvement.
-

9.16 Organizational Commitment

The Board of Directors, officers, volunteers, and representatives of Mina Fund affirm their commitment to implementing and upholding the principles and requirements of this Manual.

The organization recognizes that public trust is one of its most important assets and commits to conducting its activities in a manner that honors that trust while advancing its charitable mission.

APPENDIX A - Safeguarding and PSEA Incident Report Form

A.1 Reporting Information

Date of Report: _____

Time of Report: _____

Method of Report:

- ☐ Email
 - ☐ Telephone
 - ☐ In Person
 - ☐ Website Form
 - ☐ Other: _____
-

A.2 Reporter Information

Name: _____

Organization (if applicable): _____

Contact Information: _____

- ☐ Reporter requests confidentiality
 - ☐ Anonymous Report
-

A.3 Nature of Concern

- | | |
|--|---|
| ☐ Sexual Exploitation | ☐ Harassment |
| ☐ Sexual Abuse | ☐ Discrimination |
| ☐ Sexual Harassment | ☐ Retaliation |
| ☐ Child Protection Concern | ☐ Other Safeguarding Concern |
| ☐ Vulnerable Adult Protection Concern | ☐ Other |

Description:

A.4 Immediate Safety Risks

Is anyone currently in danger?

- ☐ Yes
- ☐ No

If yes, describe:

Has immediate support or protection been offered
to affected individuals?

☐ Yes

☐ No

☐ Not Applicable

A.5 Credibility Assessment (Organizational Use Only)

☐ Potential PSEA Incident

☐ Credible Allegation Determined

Date Credibility Determined:

External Reporting Required?

☐ Yes

☐ No

If Yes, Date Report Submitted:

A.6 Individuals Involved

Name(s) if known:

A.7 Supporting Information

Witnesses, documentation, communications, photographs, records, partner reports, or other
information relevant to the concern:

A.8 Organizational Use Only

Reference Number: _____

Date Received: _____

Assigned Reviewer: _____

Actions Taken: _____

Case Closed Date: _____

APPENDIX B - General Complaint Form

Date Submitted: _____

Name (optional): _____

Contact Information (optional): _____

Nature of Complaint:

- ☐ Governance
- ☐ Financial
- ☐ Program Activity
- ☐ Volunteer Conduct
- ☐ Fundraising
- ☐ Communications
- ☐ Partner Activity
- ☐ Safeguarding
- ☐ Other

Description:

Requested Resolution (optional):

APPENDIX C - Volunteer Acknowledgement

I acknowledge that I have received, read, and understand the following Mina Fund policies:

- Safeguarding, Ethics and Accountability Manual
- Code of Ethics and Conduct
- Safeguarding and Protection Policy
- Prevention of Sexual Exploitation and Abuse (PSEA) Policy
- Reporting and Complaints Procedures

I agree to comply with these requirements while acting on behalf of Mina Fund.

Name: _____

Signature: _____

Date: _____

APPENDIX D - Partner Safeguarding and Accountability Acknowledgement

The undersigned organization acknowledges that it has reviewed Mina Fund's safeguarding, PSEA, ethics, and accountability requirements.

The organization agrees to:

- Maintain appropriate safeguarding practices.
- Prohibit sexual exploitation and abuse.
- Maintain reporting mechanisms.
- Cooperate with safeguarding reviews.
- Notify Mina Fund of significant incidents relating to Mina Fund-supported activities.
- Use resources for approved purposes.

Partner Organization: _____

Authorized Representative: _____

Title: _____

Signature: _____

Date: _____

APPENDIX E - Revision History

Version	Date	Description of Change	Approved By
1.0	October 1, 2026	Initial release	Board of Directors
1.1	_____		
1.2	_____		
2.0	_____	Major revision	Board of Directors

APPENDIX F – Safeguarding Reporting Flowchart

