



The C/Can Constructive Engagement Framework (CEF)



User Guide for

Key Stakeholders

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01

Why C/Can has the Constructive Engagement Framework (CEF)

Since its establishment as an independent foundation in early 2019, City Cancer Challenge Foundation (C/Can) has worked hard to achieve its vision and mission. C/Can is building an organisational culture based on transparency, entrepreneurship and collaboration.

When it comes to cancer, the world faces a massive challenge, which is growing every day. C/Can is expanding its operations to support an increasing number of cities around the world, in countries with different cultures, laws and regulations.

From the outset, C/Can has been open about its commitment to a multi-stakeholder approach and strong belief that civil society-public-private approaches are critical to delivering quality and equitable cancer care for all. However, this approach brings with it some scepticism and additional scrutiny from individuals and organisations that are not confident that these types of relationships can be properly managed.

C/Can is truly fortunate to work with a dedicated group of “Key Stakeholders” that includes Board members; advisors; staff; local, regional and global partners; and city executive committees. C/Can’s collaborations with these parties bring many benefits to the cities that C/Can supports around the world. But C/Can’s model also requires that it and its Key Stakeholders maintain a strong “alignment of interest” around a common objective, C/Can’s vision: *to achieve quality and equitable cancer care for all*. In this regard, C/Can needs a robust process to ensure its Key Stakeholders have a common understanding about what constructive external engagement means, and a way to address any improper activities, including real or perceived conflicts of interest, that may arise.

C/Can’s Board of Directors has embraced this challenge and endorsed a new “Constructive Engagement Framework” (CEF) to guide the multi-stakeholder partnerships that are an essential part of C/Can’s DNA. The philosophy behind this framework is to align C/Can’s Key Stakeholders and external audiences around a forward-looking, inclusive approach that aligns with C/Can’s vision, mission and culture. The new C/Can framework is designed to be both robust and efficient, and model a positive narrative that applies to all of C/Can’s Key Stakeholders: *Do the right thing, the right way – and be proud of what we do.*

01

Why C/Can has the Constructive Engagement Framework (CEF)

> C/Can is working with all its Key Stakeholders to provide training on the new Constructive Engagement Framework and work with them to assess how it applies to their activities on behalf of C/Can. For their part, all C/Can Key Stakeholders need to ensure that (a) their activities comply with applicable laws and regulations, and (b) they build and maintain a culture of integrity and ethical conduct.

> For C/Can and its Key Stakeholders, doing the right thing, for the right reasons, is *the best and only way* to earn and keep the trust and confidence of each other, and the people we are privileged to serve.



02

What are
the key
elements
of the CEF

a

Purpose, scope (CEF page 4,5)

The CEF is critical to C/Can's vision and mission. It sets out the "rules of engagement" by which Key Stakeholders will collaborate in an ethical and legally compliant way on helping to build and implement C/Can activity plans at a city level.

b

C/Can partnership criteria and principles (CEF pages 6-8)

- › C/Can enters into "partnerships" – defined as collaborative endeavours with various types of external parties to enable C/Can to achieve its vision and mission.
- › The CEF describes partnership inclusion and exclusion criteria, and a due diligence process (CEF Annex I), for review prior to C/Can entering into any new partnership.
- › The CEF outlines partnership principles, which are a key part of partnership agreements:
 - › Positive impact: support cities and advance C/Can's vision and mission.
 - › Compatibility and alignment: have compatible values and ways of working, aligned with city-level activity plans.
 - › Independence and reputation: respect C/Can's independence and its policy & advocacy work on behalf of cities.
 - › Collaborative relationship: commit to a relationship built on trust, mutual respect and transparency.
 - › Non-exclusivity: understand that effective city support may require that C/Can work with other value-adding partners.
 - › Responsibilities and accountabilities: activities should be designed and implemented with a clear delineation of responsibilities and accountabilities.
 - › No endorsement: there will be no endorsement of or preference for a partner's products or services.
 - › Provision of support: There will be no special benefits or advantages resulting from a partner's provision of support - which may be expertise, in-kind or financial support.
 - › Constructive engagement: compliance with the CEF is required.

02

What are the key elements of the CEF

C

C/Can constructive engagement requirements (CEF pages 10-12)

C/Can Key Stakeholders must agree to comply with the following requirements for all their actions in support of C/Can activities or city-level projects:

- > Accountability and transparency: Key Stakeholders commit to transparency and proper accountability for all their actions related to engagement on C/Can projects.
- > Applicable laws and regulations: Key Stakeholders agree to comply with applicable laws and regulations in the jurisdictions where they are supporting C/Can projects.
- > Integrity and ethical conduct: Key Stakeholders agree to engage, both externally and with each with other, with integrity and high ethical standards.
- > Anti-bribery and anti-corruption: Key Stakeholders agree to comply with applicable anti-bribery and anti-corruption laws and regulations.
- > Interactions with the healthcare community: Key Stakeholders will comply with requirements and standards for working with healthcare professionals, and in particular ensure they do not improperly influence decisions to purchase or use healthcare products or services.
- > Conflicts of interest: Key Stakeholders will make decisions in relation to C/Can projects without consideration of personal gain, and will avoid situations in which personal interests, activities or relationship conflict, or appear to conflict, with the interests of C/Can.
- > Fair competition and procurement: Key Stakeholders will abide by applicable laws that promote open and fair competition, and will support the use of best practice procurement principles at a city level.
- > Patient data privacy: Key Stakeholders agree to access, use, transmit, store and dispose of patient information in a safe and secure way, in accordance with applicable laws and regulations.
- > External communications: C/Can and its Key Stakeholders will respect each other's rules regarding the use of names, trademarks and logos which in the case of C/Can requires prior written authorization before any such use.

02

What are the key elements of the CEF

d

Addressing potential infringements (CEF page 13, Annex II)

The CEF contains a process by which Key Stakeholders who have a good faith concern about a potential violation of the CEF, or other relevant C/Can policy, are encouraged to report it so that C/Can can investigate the matter, take timely and appropriate action, and make corrections as required. This process consists of three parts:

The complaint process: submission, review and validation of complaints; communication to concerned parties; response by the allegedly infringing party; and adjudication by the Governance Subcommittee of the C/Can Board.

The appeals process: review and decision by 2 Board members and 1 outside expert.

Potential sanctions: an express agreement by the infringing party to comply with the C/Can decision or, in extreme cases, termination of the relationship with C/Can.

Training and certification (CEF page 14, Annex III)

C/Can Key Stakeholders, as individuals and/or as the lead representative of a C/Can partner organisation, are required to:

Provide (if applicable) a list of all their organisation’s personnel involved in C/Can activities or projects at city, regional and global levels.

Acknowledge that they have received training on the CEF.

Certify that (a) they agree to comply with the CEF; (b) there are no existing, unreported CEF violations; and (v) they agree to report to C/Can any potential CEF violations of which they become aware.

e

Communicating the importance of constructive engagement (CEF page 15, Annex IV)

C/Can is committed to communicating the importance of a culture of constructive engagement, and providing practical guidance on key risk areas and what Key Stakeholders need to do (see below).

03

What C/Can Key Stakeholders need to do in relation to the CEF

C/Can Key Stakeholders, as individuals and/or as the lead representative of a C/Can partner organisation, are required to:

- Arrange for the receipt of training on the CEF for themselves and (if applicable) their organisation's personnel involved in C/Can activities or projects.
- Understand the key elements of the CEF and why they are important to C/Can and its Key Stakeholders.
- Complete, sign and send to C/Can the CEF Training Acknowledgment and Certification form described above.



04

Practical guidance for “staying within the guardrails” and choosing the right way forward

This guidance, set out in CEF Annex IV, will help assess whether a C/Can Key Stakeholder’s proposed course of action is compliant with the CEF.

- 01** Does it clearly violate any applicable law or regulation?

YES
 NO
 NOT SURE

- 02** Does it clearly fail to comply with C/Can’s Mission and high standards of ethics and integrity?

YES
 NO
 NOT SURE

- 03** Does a Key Stakeholder obtain a benefit illegitimately (e.g., use propriety information to secure an unfair advantage)?

YES
 NO
 NOT SURE

- 04** Does a Key Stakeholder gain a benefit for itself that works against C/Can’s vision, mission, guiding principles or culture?

YES
 NO
 NOT SURE

- 05** Does a Key Stakeholder gain a benefit that is clearly excessive compared to its contribution to improving health at a city level?

YES
 NO
 NOT SURE

- 06** Is a Key Stakeholder using or planning to use the C/Can name, trademark, logo or other designation without C/Can’s prior written approval?

YES
 NO
 NOT SURE

- 07** Does a partner appear to have undue influence on city priority setting such that it will gain an unfair advantage?

YES
 NO
 NOT SURE

04

Practical guidance for “staying within the guardrails” and choosing the right way forward

08

Does a city-level activity plan envision a procurement process that may provide an improper benefit to a C/Can partner?

- YES
- NO
- NOT SURE

09

Is a partner planning to attend a city-level meeting that will include confidential discussions regarding that partner’s products or services?

- YES
- NO
- NOT SURE

Guidance regarding the above questions:

YES

Yes?

State your objection to the party(ies) concerned, refer to the CEF and advise the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager.

NO

No?

Move ahead.

NOT SURE

Not sure?

Contact C/Can for guidance (specifically, the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager).

05

Questions
and answers
(Q&A)

a

This guidance, set out in CEF Annex IV, will help assess whether a C/Can Key Stakeholder’s proposed course of action is compliant with the CEF.

Why did C/Can implement a new Constructive Engagement Framework now? Has there been a problem somewhere?

- > From the beginning C/Can has been working to ensure its policies, codes and frameworks will enable a strong “alignment of interest” between the various stakeholders with which C/Can is privileged to work. This effort has had strong support from C/Can’s Board and senior leadership.
- > The CEF is designed to be an inclusive, forward-looking approach that aligns all stakeholders around a positive narrative: doing the right thing, the right way and being proud of what C/Can does.
- > C/Can has not yet had a “problem” with its collaborative model. It is taking proactive measures to try and keep it that way.

b

To whom does the new CEF apply? Why?

- > The CEF applies to all C/Can “Key Stakeholders” – Board members; advisors; staff; local, regional and global partners; and city executive committees. These are the key parties that help build and implement C/Can activity plans at a city level.

c

Have you consulted Key Stakeholders about the new CEF?

- > The CEF has been developed in the first half of 2020 in collaboration with a Working Group comprised of representatives from different C/Can Key Stakeholders.

05

Questions
and answers
(Q&A)

d

To what types of activities does the new CEF apply?

- > The CEF sets out the rules of engagement by which C/Can Key Stakeholders will collaborate in an ethical and legally compliant way to build and help implement C/Can activity plans at a city level.

e

How does the new CEF relate to other C/Can policies and agreements?

- > Certain existing C/Can documents will be modified to incorporate by reference the terms of the CEF, including (a) Partnership Agreements, (b) Collaborative Agreements, (c) Memoranda of Understanding (MOU) with partners, and (d) Terms of Reference with City Executive Committees.
- > The CEF complements other C/Can policies and frameworks, including (a) Policy on Affiliation with Other Organisations, Networks or Alliances; (b) Chair, Vice-Chair and Board Nomination Policy; (c) Corporate Governance Framework; (d) Code of Conduct Policy for Board Members and Advisors; and (e) Conflict of Interest Policy (for Board, Advisors and Employees); all of which remain in effect.
- > The CEF incorporates content from and replaces C/Can's Partnership & Donor Policy.

f

Why is C/Can articulating new partnership principles? Didn't it have these already?

- > The CEF incorporates content from, supplements and replaces C/Can's former Partnership & Donor Policy.
- > C/Can is fortunate to work with a dedicated group of local, regional and global partners from around the world. Its collaborates with a diverse group of partners brings many benefits to the cities that C/Can supports around the world. C/Can is taking proactive measures to keep its partnership model strong and productive.

05

Questions
and answers
(Q&A)

g

What are the new CEF requirements?

- > The CEF requirements are designed to help Key Stakeholders align their interests to deliver maximum, balanced and legitimate benefits for all, first and foremost people with cancer – while addressing any improper activities, including real or perceived conflicts of interest, that may arise. Full compliance with these principles is essential to maintaining the integrity and reputation of C/Can and ensuring the long-term success of the city-level projects that are at the core of C/Can's mission.
- > The CEF requirements, to which all Key Stakeholders must adhere, include (a) accountability and transparency; (b) compliance with applicable laws and regulations; (c) integrity and ethical conduct; (d) anti-bribery and anti-corruption; (e) interactions with the healthcare community; (f) conflicts of interest; (g) fair competition and procurement; (h) patient data privacy; and (i) external communications and use of names, trademarks and logos.

h

How is the CEF different than other organisations' conflict of interest or similar policies?

- > Many global health and development organisations and partnerships have codes and policies to address needs arising from their respective models. C/Can has worked to develop a positive, forward-looking framework that is tailored to its unique vision, mission and culture, which is based on transparency, agility, entrepreneurship and collaboration.

i

Isn't this really all about conflicts of interest, given C/Can's difficult multi-stakeholder partnership model? Can C/Can realistically expect to avoid these conflicts?

- > Conflict of interest is a serious concern for any multi-stakeholder collaboration or public-private partnership. But it is one of several issues that need to be addressed in order for C/Can Key Stakeholders to collaborate in an ethical and legally compliant way to build and help implement C/Can activity plans at a city level.
- > C/Can is confident that buy-in to the CEF will help it maintain a strong *alignment of interest* around achieving its vision and mission.

05

Questions
and answers
(Q&A)

j

What happens if there is a suspected infringement of the CEF?

- > The CEF includes a robust process for the reporting and management of potential infringements.

k

**How is C/Can providing training on the new CEF?
Is C/Can helping identify and address key risk areas?**

- > C/Can has a robust plan to train all C/Can Key Stakeholders on the CEF during the second half of 2020. The training will also be provided to all new/incoming C/Can Key Stakeholders who agree to work with C/Can in the future.
- > C/Can is providing practical guidance on key risk areas, what to do and where to go for help.

l

**Since C/Can works with cities around the world,
with different languages and cultures, how will it make sure
it is understood locally?**

- > From the C/Can has been committed to working with its city partners to provide the support they need in ways that are locally actionable by them. C/Can acknowledges concerns about corruption in the countries where it operates and is therefore taking realistic, proactive measures to support a culture of compliance and ethical conduct for the city-level activities that C/Can supports.

m

**Why is C/Can asking its Key Stakeholders to sign
an Acknowledgment Form?**

- > C/Can wants to ensure that all of its existing and new/incoming Key Stakeholders receive training on the CEF, agree to comply with its terms and are empowered to report any potential violations of the CEF of which they may become aware.

06

Where to go for more information (all available on the C/Can website)

a

C/Can Constructive Engagement Framework (CEF)

b

CEF User Guide for Key Stakeholders

c

C/Can CEF presentation deck for Key Stakeholders

d

CEF CEO video

e

CEF article explaining why, what and how (to be confirmed)



<https://citycancerchallenge.org/>

