

Constructive Engagement Framework

for Multi-Stakeholder
Partnerships

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A Message from our CEO.

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 by building an organisational culture based on transparency, inclusiveness, agility, entrepreneurship and collaboration. Our interactions with a diverse group of partners at local, regional and global levels brings great benefits to the cities that C/Can supports around the world. At the same time, this requires that C/Can put in place robust processes to ensure that all C/Can “Key Stakeholders” (Board members; advisors; staff; local, regional and global partners; and city executive committees) maintain a strong “alignment of interest” around a common objective: *to achieve quality and equitable cancer care for all.*

C/Can’s Board of Directors has embraced this challenge and endorsed the adoption of this new “Constructive Engagement Framework” to guide the multi-stakeholder partnerships that are an essential part of the organisation’s DNA. The philosophy behind this document is to align C/Can’s key stakeholders and external audiences around a unique type of forward-looking, inclusive approach that is fully consistent with C/Can’s vision, mission and culture. The framework is designed to be robust, credible and efficient, and exemplify a positive narrative that applies to all of C/Can’s community of key stakeholders: *do the right thing, the right way – and be proud of what we do.*

I ask that all C/Can Key Stakeholders take the time to review this Constructive Engagement Framework and think about how to apply it to their activities on behalf of C/Can. In this regard, we all need to ensure that these activities comply with applicable laws and regulations, and that we build and maintain a culture of integrity and ethical conduct. Doing the right thing for the right reasons is the best and only way to earn and keep the confidence and trust of all our community of key stakeholders, and the people we serve.

Dr Susan Henshall

Chief Executive Officer

1. Purpose.

City Cancer Challenge Foundation (C/Can) is a unique non-profit organisation with an ambitious vision: **a world with quality and equitable cancer care for all**. C/Can works by leveraging the power of multi-stakeholder partnerships to benefit people with cancer – with cities driving change. C/Can's culture is based on transparency, inclusiveness, agility, entrepreneurship and collaboration. The philosophy behind C/Can's Constructive Engagement Framework is to align its "Key Stakeholders"¹ and external audiences around a new type of forward-looking, inclusive approach that is fully consistent with C/Can's vision, mission, guiding principles and culture. The Framework is designed to be robust and credible, realistic and efficient, and exemplify a positive narrative that applies to all of its Key Stakeholders.

C/Can's mission is **supporting cities around the world as they work to improve access to equitable, quality cancer care**. Cities are supported in their efforts to strengthen their capacity, leadership and accountability in the delivery of cancer care, and engage in the design, planning and implementation of holistic cancer diagnosis, treatment and care solutions that meet the needs of their local populations.

To accomplish this objective C/Can mobilises and engages a multisectoral group of stakeholders who provide – at global, regional and city levels – expertise, in-kind and financial support during all phases of a city-level initiative's design, development and implementation. Interacting with such a broad range of partners brings great benefits but also requires a robust process to ensure that all partners have an "alignment of interest" – to achieve quality and equitable cancer care for all.

The purpose of this Constructive Engagement Framework is to outline how C/Can's Key Stakeholders will align their interests to deliver maximum, balanced and legitimate benefits for all – while addressing any improper activities, including real or perceived conflicts of interest, that may arise. It incorporates content from, supplements and replaces C/Can's Partnership & Donor Policy. It complements (a) C/Can's Policy on Affiliation with Other Organisations, Networks or Alliances; and (b) C/Can's Conflict of Interest Policy (for Board, Advisors and Employees); and (c) Code of Conduct Policy for Board Members and Advisors; all three of which remain in effect. Certain existing C/Can Documents will be modified to incorporate by reference the terms of the Constructive Engagement Framework, including (a) Partnership Agreements, (b) Collaboration Agreements, (c) Memoranda of Understanding (MOU) with local partners, and (d) Terms of Reference with City Executive Committees.

¹ C/Can's "Key Stakeholders" consist of C/Can's Board of Directors; advisors; staff; local, regional and global partners; and city executive committees.

2. Scope.

One of C/Can's Guiding Principles is to leverage the power of "partnerships," a term which encompasses various types of collaborative endeavours. In this regard, C/Can may enter into partnerships with external parties, such as city, regional and national institutions and organisations; medical societies; academic institutions; private sector organisations; foundations and philanthropic institutions; UN agencies; non-governmental organisations (NGOs) and individuals. The common thread between all these external parties is that they are committed to partnering with C/Can to help cities increase the number of people with access to quality cancer care, by providing financial and/or in-kind support for C/Can activities. C/Can partnerships can be established at local, regional or global levels, depending on the scope of collaboration, type of contribution and geographical reach of the partner.



3. Criteria for Entering into a Partnership.

To ensure that meaningful long-term partnerships are established to (a) advance C/Can's vision and mission, (b) benefit C/Can-supported cities, and (c) preserve C/Can's status as an independent foundation, the following criteria are assessed by C/Can when considering any new partnership:

-
- a** **Inclusion Criteria:** are based on an organisation's alignment, programmatic affinity, shared values and purpose, and promoting healthy lifestyles.
 - b** **Exclusion Criteria:** are based on an organisation's involvement with the manufacture, distribution or promotion of tobacco or alcohol products since their use is considered to be harmful for consumers and may increase the risk of cancer.
 - c** **"Amber Light" Review:** There are other "amber light" sectors which C/Can will scrutinise carefully before establishing any kind of relationship, and which will require the prior approval of the C/Can Board of Directors before entering into partnership discussions. These sectors include: Oil and gas; Metals and mining; Chemicals; Fast food, high-sugar drinks and salty snack foods; Weapons and arms; and Gaming/gambling.
 - d** **Diversification:** C/Can will seek wherever possible a diverse range of partners so that it is not overly exposed to a single source of financial or in-kind support from any individual person, organisation or industry.
 - e** **Long-Term Engagement and Regular Review:** C/Can will seek to establish multi-year partnerships with external parties and maintain a regular assessment, monitoring and evaluation system.
 - f** **Written Agreement:** C/Can will ensure that an appropriate written agreement (including the partnership principles described in Section 4 below), specifying the purpose, and duration of the partnership, and the partner's contribution(s), is signed by C/Can and a new partner. Failure by an external party to adhere to C/Can Partnership Principles per Section 4 below will result in termination of the relationship.

C/Can recognises that these criteria cannot cover all circumstances. The decision whether or not to enter into partnership with an external organisation will be evaluated by C/Can on a case-by-case basis.

4. Partnership Principles

C/Can will work to ensure that its partnerships are based on mutual respect, cooperation, communication, transparency and productivity. In addition, C/Can will build the following principles into the agreements governing each partnership:

- a Positive Impact:** The partnership needs to have a strong potential for positive impact at a city level and advance C/Can's vision and mission.
- b Compatibility and Alignment:** The partner organisation's mission, values, strategies, management culture and ways of working must be compatible with those of C/Can. The partnership needs to align with C/Can's mission and, when working at a city level, with the needs and activity plans of the cities C/Can supports.
- c C/Can Independence, Integrity and Reputation:** The partnership should respect and support the independence, integrity and reputation of C/Can. C/Can will maintain at all times a strong and independent voice on behalf of cities that are working to improve access to equitable, quality cancer care, and this will guide C/Can's decision-making and policy/advocacy efforts.
- d Commitment to Collaborative Relationship:** The partner organisation needs to demonstrate a genuine commitment to collaboration with C/Can via a relationship built on trust, mutual respect and transparency.
- e Non-Exclusivity:** The partner will not necessarily have exclusivity in the proposed area(s) of collaboration when other partners could bring added value to C/Can-supported cities.
- f Responsibilities and Accountabilities:** Partnership activities should be designed and implemented in a way that includes clearly delineated responsibilities and accountabilities.
- g No Endorsement:** The partnership does not imply any form of endorsement or preference by C/Can of a partner, or the promotion or endorsement of a partner's products or services.
- h Provision of Expertise, In-Kind or Financial Support:** C/Can seeks expertise, in-kind and financial support from a variety of parties – public, private and civil society – so that C/Can can achieve its mission, strategic goals and support of city-level activities. The provision of such support will not entitle the party providing it to any type of special benefits or advantages. A written agreement between C/Can and the providing party will outline the nature and amount of the support and the period covered, and will be acknowledged in C/Can annual reports and on its website.
- i Constructive Engagement Framework:** The partnership will adhere to the terms of C/Can's Constructive Engagement Framework.

5. Due Diligence Process.

Before entering into a partnership, C/Can will complete a due diligence process to provide assurance that it is entering into a constructive, mutually beneficial relationship based on the partnership criteria and principles described above. This process is based on a standard protocol described further in Annex I, and includes the following steps:

- a Collect background information.
- b Assess the partner against C/Can partnership criteria and principles.
- c Identify the benefits and any risks of the partnership for C/Can.
- d Make a decision.
- e Draft and execute an appropriate contract.
- f Periodic review.



6. Constructive Engagement Requirements.

For C/Can to be successful – leveraging the power of multi-stakeholder partnerships to benefit people with cancer, with cities driving change – it is critically important that all C/Can Key Stakeholders agree to a defined set of constructive engagement requirements. These 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 maintain the integrity and reputation of C/Can and ensure the long-term success of the city-level projects that are at the core of C/Can's mission. The constructive engagement requirements, to which all Key Stakeholders must adhere, are set out below.

a Accountability and Transparency

C/Can will provide, via annual reports and other documents, regular updates of key activities by C/Can and the cities it supports, and descriptions of how its Key Stakeholders are involved. C/Can Key Stakeholders commit to transparency and proper accountability for their actions related to their engagement on C/Can projects.

b Compliance with Applicable Laws and Regulations

C/Can's activities, including the city-level activity plans that C/Can supports, are subject to a variety of different laws and regulations around the world. C/Can Key Stakeholders commit to understanding and complying with applicable laws and regulations in the jurisdictions where they are supporting C/Can projects.

c Integrity and Ethical Conduct

In order to fulfil its mission, C/Can needs to interact with others with integrity and in accordance with high ethical standards. C/Can seeks to work with third parties who maintain the same standards. C/Can Key Stakeholders, recognising the critical importance of C/Can's work on behalf of cancer patients, agree to engage externally and with each other with integrity and high ethical standards.

d Anti-Bribery and Anti-Corruption

At their core, anti-bribery and anti-corruption laws and regulations make it illegal to offer, pay, ask for, or receive anything of value in return for inappropriate advantages. C/Can Key Stakeholders commit to full compliance with applicable anti-bribery and anti-corruption laws and regulations.

e

Interactions with the Healthcare Community

C/Can Key Stakeholders recognise that interactions with the healthcare community – physicians, nurses, hospital/clinic managers, pharmacists, wholesalers and professional organisations – are subject to many different laws and regulations around the world. C/Can Key Stakeholders will comply with these requirements and ensure they do not improperly influence members of the healthcare community when they make or influence decisions to purchase or use healthcare products or services.

f

Conflicts of Interest

A conflict of interest exists when a party allows the prospect of personal gain to improperly influence the way in which it acts in relation to a C/Can-supported activity or project. C/Can Key Stakeholders are responsible for acting professionally and making decisions without consideration of personal gain. They will avoid situations in which personal interests, outside activities, financial interests or relationships conflict, or appear to conflict, with the interests of C/Can. For C/Can's Board members, advisors and employees, C/Can's Conflict of Interest Policy contains additional requirements and remains in full force and effect.

g

Fair Competition and Procurement

Competition laws (also called antitrust laws in some jurisdictions) preserve a level playing field for all businesses by focusing on ways to ensure they compete on the basis of quality, price and service. They promote open and fair competition and prohibit agreements that unfairly impede markets for goods and services from operating competitively and efficiently for both buyers and sellers. C/Can Key Stakeholders will not engage in any business conduct, transaction or activity that violates the competition laws of any country in which C/Can supports city-level operations. In addition, C/Can Key Stakeholders will support the use and implementation of best practice procurement principles at a city level to help local health services obtain the optimal combination of quality, price and service when they purchase goods and services in accordance with city-level activity plans.

h

Patient Data Privacy

In the course of carrying out its work, C/Can gains access to various types of personal information of the patients it serves. C/Can Key Stakeholders recognise that patients and their healthcare providers expect them to access, use, transmit, store and dispose of their information in a safe and secure way, in accordance with applicable laws and regulations.

i External Communications and Use of Names, Trademarks and Logos

The strength of C/Can's brand and reputation are essential to achieving its mission around the world. C/Can is not a tool for marketing any products or services of any individual, nor is it a vehicle to promote any brand. C/Can and its partners can recognise each other's activities and contributions in their respective communication activities, but must respect each other's rules and policies regarding the use of their respective names, trademarks, logos or other designations, and will as a general rule consult with each other and seek permission before any such use. In this regard, C/Can partners are required to give advance notice of their intention to use C/Can's name, trademarks, logo or other designation in any external communications, and obtain the prior written permission for the use and content of the communication from C/Can's Head of Communications (or his/her designate). This includes the publication or release of any external communications materials (including social media, press releases, op-ed articles, etc.) that refer to C/Can partnerships and specific activities in which a partner may be involved. C/Can partners are not allowed to speak on behalf of C/Can, create any C/Can or City Cancer Challenge sub-brands or logos, or translate the term "City Cancer Challenge" into other languages. C/Can's brand guidelines are available on its website.



7. Reporting and Management of Potential Infringements

C/Can Key Stakeholders play a critically important role in helping C/Can to meet high standards of ethics and integrity, and compliance with this Constructive Engagement Framework, first and foremost by their own behaviour. When Key Stakeholders have any other good faith concern about a potential violation of this Constructive Engagement Framework, or any other C/Can policy, they should report it to the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager, so that C/Can can investigate the matter, take timely and appropriate action, and make corrections as required. To support this work, C/Can has established a process for reporting and addressing potential infringements of this Constructive Engagement Framework, described in Annex II. All such complaints and potential infringements will be recorded on the C/Can Risk Register and addressed in accordance with the C/Can Risk Policy.



8. Training and Certification.

C/Can will provide training on this Constructive Engagement Framework to all existing and incoming C/Can Key Stakeholders. Each Key Stakeholder will be required to certify in writing that (a) all of their organisation's personnel working on C/Can projects including city-level activity plans has been trained on the Constructive Engagement Framework; (b) they agree to comply with the terms of the Constructive Engagement Framework; (c) they are not aware of any existing violation of the C/Can Constructive Engagement Framework that has not already been reported to C/Can in writing; and (d) they agree to immediately report in writing to the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager any potential violation of the Constructive Engagement Framework of which they become aware. A sample training acknowledgment and certification form is attached as Annex III.



9. Communicating the Importance of a Culture of Constructive Engagement.

C/Can is committed to building and communicating its culture of constructive engagement, which enables C/Can Key Stakeholders to reap many benefits:

- a** Receive personal satisfaction from doing the right thing the right way – and be proud of working for and with C/Can.
- b** Continue to support C/Can's city partners and the patients who benefit from their work.
- c** Instil confidence in our Key Stakeholders that comes from adhering to high standards of integrity and ethical behaviour.
- d** Ensure that the positive reputation of C/Can is maintained.
- e** Minimise possible conflicts, scandals and violations of the law, and the negative impacts that flow from these – including impeding C/Can's ability to achieve its mission.

C/Can will provide its Key Stakeholders with straightforward communications materials, for translation into local languages, to help them navigate "grey areas" and "stay within the guardrails" to ensure they remain on the right way forward. An example is attached in Annex IV.

10. Effective Date and Review.

This Constructive Engagement Framework comes into effect with approval from the C/Can Board of Directors, as of

This framework will be reviewed and updated as and when required.



Annex I: C/Can Due Diligence Process for Prospective Partnerships

C/Can will complete a due diligence process before entering into a partnership, and a decision will be made for each partnership relationship after considering the potential benefits and risks. If the partnership is established, the process will be repeated periodically thereafter, to ensure a successful ongoing relationship.

The due diligence process will include a review of the business activities, public reputation and financial solvency of the external organisation and C/Can's interactions with its representatives. This process creates a standard protocol for C/Can operations and is necessary to guarantee partnerships are built on mutual respect, shared values and common interests.

The decision process of accepting a new partner relationship will follow C/Can's procedures, and may entail approval of the C/Can Global Public Affairs Director and/or CEO and Board of Directors. The level of authority for the approval will depend on the issues identified during the due diligence process and the conditions specified for the partnership to be established.

Final responsibility for entering into partnership or acceptance of funding rests with the C/Can Global Public Affairs Director and CEO, acting under the authority of the Board of Directors. They will decide in which cases there is a need for external support for the due diligence process and/or where the Board of Directors needs to be consulted on whether to pursue the partnership.

Managing the implementation, financial aspects, and monitoring of Partnership Agreements will be under the responsibility of the Head of Resource Mobilisation and the Senior Manager, Technical Assistance and Partnerships, in conjunction with assigned staff.

Annex II: C/Can Process for Reporting and Addressing Potential Infringements

C/Can will take all reasonable and necessary measures to ensure its Key Stakeholders comply with the Constructive Engagement Framework. This includes administering any allegations of possible infringements to ensure that they are processed appropriately. C/Can has established the following process for reporting and addressing potential infringements of the Constructive Engagement Framework.

a Complaints

Complaints regarding potential CEF infringements should be sent in writing (letter or email) to the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager, and should include:

- **Complainant Details:** The identity of the complainant, with contact details (mailing and email addresses) for correspondence. On request of the complainant, the identity of the complainant can be kept confidential to all parties outside of C/Can staff, the Adjudication Body (defined below) and (if applicable) the Appeals Body (defined below).
- **Alleged Infringement:** The identity of the person or organisation alleged to be infringing the Constructive Engagement Framework (the respondent); the city(ies) involved; the name of any product, service, program or activity that is specifically involved; copies of any documents or materials involved; and the date of the alleged infringement.

b Validation

When a complaint is received by C/Can, it is first validated to ensure that it appears to be a genuine matter involving a C/Can Key Stakeholder, submitted in good faith and in a timely way; and there is sufficient information to allow the complaint to be processed. the date of the alleged infringement.

c Communication

The complaint, including a copy of any supporting evidence, is sent by the C/Can CEO and Director, Financial and Corporate Services to the senior leadership of the respondent, within 15 calendar days from its receipt by C/Can.

d Response

The C/Can communication shall indicate the time within which a response must be provided to the complaint, normally 30 calendar days (which C/Can may extend in exceptional circumstances; e.g., a highly complex issue or one requiring more information or external advice). If a timely response is not received, the Adjudication Body may make a decision based solely on the complaint.

e Adjudication

When the response is received, the C/Can CEO and Director, Financial and Corporate Services will send the case for adjudication by the C/Can Board Subcommittee on Governance (the "Adjudication Body"). Decisions are made by simple majority, without participation by C/Can staff, normally within 30 calendar days (which C/Can may extend in exceptional circumstances). The Board Subcommittee on Governance will provide written reasons for its decision to the C/Can CEO and Director, Finance and Corporate Services, who will communicate the decision to the complainant and the respondent, and advise them of the appeals process.

f Appeals

When the complainant or respondent disagrees with the first decision, it may, within 30 calendar days of receipt of the decision, file an appeal and request a second instance ruling. If new facts or arguments are put forward, the other party will be invited to provide comments within 30 calendar days. Upon receipt of the appeal and any response, the C/Can CEO and Director, Finance and Corporate Services will refer the matter to an ad hoc appeal group of three individuals selected by the C/Can Board Chair – two Board members (not involved in the case or the first instance ruling) and one outside professional experienced in dispute resolution (collectively, the "Appeals Body"). In addition, expert medical or technical advice may be sought. Following a written request of either the complainant or the respondent, or on its own initiative, the Appeals Body has the sole authority to decide whether to organise an oral hearing and the procedure for such a hearing. The final decision is made by the Appeals Body, by simple majority, without participation by the Adjudication Body or C/Can staff, normally within 30 calendar days (which C/Can may extend in exceptional circumstances). The Appeals Body will provide written reasons for its decision to the C/Can CEO and Director, Finance and Corporate Services, who will communicate the decision to the complainant and the respondent.

g Sanctions

If per the above process a respondent organisation is found to have infringed the C/Can Constructive Engagement Framework, that organisation will have 15 calendar days to provide written details of the action(s) taken to comply with the ruling, signed by senior leadership of the organisation. These actions will be reviewed by the C/Can Board within 30 calendar days. In extreme cases, if these actions are deemed by the C/Can Board to be insufficient, and there is a well-founded concern that the respondent organisation could jeopardise the reputation of C/Can or the successful design or implementation of city activity plans, the Board may decide by simple majority to terminate C/Can's relationship with the respondent organisation. The Board will provide written reasons for its decision to the C/Can CEO and Director, Finance and Corporate Services, who will provide the communication to the respondent organisation.

Annex III: C/Can Key Stakeholder Training Acknowledgment and Certification

I, [FULL NAME]

representing [NAME OF ORGANISATION OR "MYSELF"]

in my capacity as [TITLE],

hereby certify that:

1. IF APPLICABLE: The relevant personnel from my organisation working with C/Can or city executive committees on C/Can projects, including city-level activity plans, are listed below:

If my organisation adds new personnel to work with C/Can or city executive committees on C/Can projects, including city-level activity plans, I will work with C/Can to ensure they receive promptly the latest Constructive Engagement Framework training materials.

2. I (and if applicable the relevant personnel from my organisation):

have been trained on the Constructive Engagement Framework;

agree to comply with the terms of the C/Can Constructive Engagement Framework and other relevant C/Can policies referenced therein;

agree to immediately report to the C/Can Director, Financial and Corporate Services and relevant C/Can City Manager any potential violation of the Constructive Engagement Framework of which I/we become(s) aware.

Signed

Place, date

Annex IV: C/Can Guidance for Staying Within the Guardrails and Choosing the Right Way Forward

This guidance will help assess whether a C/Can Key Stakeholder's proposed course of action is compliant with the C/Can Constructive Engagement Framework:

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
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

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).



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