



**Australian Association of the Order of Malta Limited  
Strategic Alliances, Partnerships and Joint Ventures Policy as  
approved at July 2022  
(Policy Number: AAOML\_P\_017)**

**Effective Date: 27 July 2022**

**Review Date: 31 July 2024**

## **1 Purpose**

---

The Australian Association of the Order of Malta (Order of Malta Australia) is frequently requested to partner with other organisations. There can be strategic benefit in building alliances, entering into partnership and joint venture relationships, however this can come with risks which need to be carefully considered.

The purpose of this policy is:

- To articulate the principles and procedures applied by Order of Malta Australia when engaging in strategic alliance, partnership and joint venture arrangements (strategic alliance arrangements).
  - To assist Responsible Officers of Order of Malta Australia in identifying and managing both the risks and benefits that flow from strategic alliance arrangements.
  - To achieve effective, transparent, and accountable strategic alliance arrangements.
  - To outline who within Order of Malta Australia has delegated authority to make strategic alliance decisions.
- 

## **2 Scope**

This policy shall apply to any strategic alliance arrangements that Order of Malta Australia shall participate in, and is designed to assure its mission is carried out, while not compromising the Charism and Values of Order of Malta Australia in any way.

---

## **3 Policy Principles**

This Strategic Alliance Standards Policy supports Order of Malta Australia to deliver on the key objectives and strategies set out in its Strategic Plan.

Order of Malta Australia strategic alliance arrangements can fall into three broad groupings, however these groupings are not always clear-cut and may fall into more than one category.

The categories are:

1. Strategic Alliances - working with partners on projects with agreed goals and objectives designed to achieve a lasting impact on the Australian community together over time.
2. Project Partnerships - for a specific project with mutually agreed aims, objectives and timelines.
3. Joint Ventures - with a single organisation or groups of organisations working, together towards a specific goal.

Partnership agreements may be established in the form of a Memorandum of Understanding (MOU) (non-legally binding) or a contractual (legally-binding) strategic alliance or partnership agreement with a partner. Unless a MOU is specifically required, the appropriate strategic alliance, partnership or joint venture agreement should be developed as first preference for an agreement between partners.

#### **4 Conditions required for agreements**

---

Strategic alliance agreements may be entered into with or without financial support from Order of Malta Australia. Although committing financial support to the agreement may form part of our cooperation, Order of Malta Australia intends to avoid acting exclusively as a donor or providing financial support without opportunities for direct 'hands on work' members, candidates for membership and volunteers.

Strategic alliance agreements requiring direct or indirect Order of Malta Australia financial support must meet the following core conditions:

- Order of Malta Australia must retain a level of control over the project, including:
  - Representation on a Board of Management
  - Establishment of an equitable Operational Management Committee or Project Steering Group (equal representation of participant organisations on the basis of commitment to the project).
  - Long term financial support is to be paid through installments.
- Funding and bequest arrangements shall be aligned to Order of Malta Australia strategic priorities.
- Funding and bequest arrangements are not to be given over or gifted to a third party.
- Projects are required to provide direct 'hands on work' for Order of Malta Australia members, candidates for membership and volunteers.
- Projects established through a strategic alliance or partnership are to be managed through the National Hospitaller and/or respective Regional Hospitaller.
- Projects should offer promotional opportunities for Order of Malta Australia.
- Projects must include evaluation and review mechanisms overseen by Order of Malta Australia.

#### **5 Standards**

---

The following Strategic Alliance Standards apply:

- 5.1 The National Executive Council will approve agreements for national strategic alliances before they are finalised. Regional Councils, through Regional Hospitallers, will regularly advise the National Executive Council of Regional strategic alliances. Regional Councils will advise the National Executive Council of any Regional strategic alliances prior to agreements being finalised.
- 5.2 To assess opportunities, and to manage the associated risks, proposals for a strategic alliance are to be assessed against the following criteria:
  - a. the potential alliance is with an established organisation that has high standing in the community;
  - b. the alliance has specified objectives and conditions, and will provide quantified net benefits to Order of Malta Australia;
  - c. the alliance is consistent with the Australian Association's mission and values and does not involve any conflicts of interest;
  - d. the alliance is complementary to other alliances with Order of Malta Australia and does not risk the their continuance;
  - e. Order of Malta Australia has the resources to manage the relationship and meet the partner's needs;
  - f. does not compromise the confidentiality of records held by Order of Malta Australia (e.g. require the handing over of any Australian Association mailing lists);
  - g. Order of Malta Australia retains control over the use of its name and branding at all times;
  - h. there is an agreed exit strategy which, if it has to be used, does not involve costs that would jeopardise the on-going activities of Order of Malta Australia.

**Australian Association of the Order of Malta Ltd**  
**Strategic Alliances, Partnerships and Joint Ventures Policy**

**6 Exclusions**

---

Order of Malta Australia will not enter into strategic alliance agreements with enterprises which are considered to:

- diminish, or are seen to diminish, public confidence in Order of Malta Australia.
- have the potential to reflect negatively on Order of Malta Australia.
- discriminate on the basis of race, sex, age, disability or religion.

**7 Related Policies and Documents**

---

1. Financial Delegation of Authority Policy
2. Conflict of Interest (Register of Interests) Policy
3. Strategic Alliance Guidelines
4. Modern Slavery Policy

**8 Review**

---

This Policy will be reviewed periodically and updated when required.

The Treasurer, National Hospitaller, Chancellor and Company Secretary is responsible for overseeing the review, and recommending changes to the National Executive Council.

This Policy is approved by the National Executive Council.