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GOALS **4** DEVELOPMENT

www.trade4development.com

**TRUSTED PLATFORM
GOVERNANCE CHARTER 2016**

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G4D

GOALS **4** DEVELOPMENT

IS A PROGRAMME INITIATED BY

NEED SOLUTION DELIVERY

T4D

TRADE **4** DEVELOPMENT

WITH THE SUPPORT OF



UNITED KINGDOMS OF AFRICA

TO OPERATIONALLY SUPPORT



THE GLOBAL GOALS

For Sustainable Development





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EXECUTIVE SUMMARY

GOALS 4 DEVELOPMENT (BACKGROUND)

T4D is a premier, for profit, socially conscious and responsible company, comprising of a large network of consultants, collaborators and partners globally with a shared passion to promote economic and social development.

We have in-depth knowledge and experience with solid, sustainable, credible and transparent relationships globally. In support of the new UN Global Goals for sustainable development T4D initiated a program named G4D (Goals 4 Development) which aims to assist development agencies as a trusted program management platform for Global Goal programs in emerging countries via new and innovative ways and strategic partnerships.

The G4D Trusted Centre/ Platform aims to use its unique and sustainable relationships and networks on the African continent to operationally support and coordinate via a central program management platform, the UN Global Goals for Sustainable Development initiatives with a very clear focus on Environmental, Social and Governance principles.

G4D specifically and uniquely focuses its operational activities within the Traditional Kingdom and leadership structures of Africa, supported by the United Kingdom's of Africa, being sensitive to, and tolerant of, the diverse contexts in which it operates.

In all dealings with partners, funding agencies and the people of Africa we serve, G4D pledges to act with integrity, ensuring effective stewardship and optimum utilisation of resources.





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SERVICES

THE G4D TRUSTED CENTRE OFFERS THE FOLLOWING SERVICES:

G4D SERVICES: (INTERNAL, JV AND OUTSOURCED)

Program and Project Management	Asset and Liability Management
Advisory and Consultancy Services	Treasury Virtual Dashboard
Advocacy	Energy Management and Payment
Client Relations	ISO Implementation and Management
Data Collection and Analytics	Lifestyle and Wellness
E Learning, Education and Awareness Programs	Real Rights Beneficiation
Events Management	Innovation Governance
Government, Private Sector and NGO Liaison	Funds Management
IT Services Management	Property Development
Kingdom Relations	Smart Mobility
Local Economic and Agri Development	Risk Management Modelling
Marketing	Sustainability Stress Testing
Media and Social Media	Environmental Management
Mentorship Program	Thought Leadership and Green Project Management
Project Packaging	Energy Efficiency Audits
Reporting	Feasibility Studies
Research and Development	Impact Assessments
Training and Skills Upliftment	Professional Services
Document Management and Billing	Resource Mobilisation
HR Management	Service Level Management
Procurement and Supply Chain Management	Vendor Contract Management

MANAGEMENT OF EXTERNAL INFLUENCES:

Legislation	Legal / Labour and Political Changes
Service Providers and Suppliers	Raw Materials Import and Export Logistical Risks
External Funding and Compliance	Currency Fluctuations and Compliance





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OUR UNIQUE VALUE PROPOSITION

The two main unprecedented elements of the Value Proposition are the contractual arrangement and endorsement of the United Kingdoms of Africa, which creates a unique new untapped audience for the Donor community and secondly the G4D Trusted Centre/ Platform which functions as a unique innovative mechanism to deploy donor funding to the level of, designated beneficiaries. The competitive advantage created through G4D platform is to our knowledge, new and innovative.

TYPICAL OUTCOMES

- Fully harness cross-cultural competence and thinking
- Harness conflict for productive ends
- Become better at forming and sustaining collaborative relationships
- Master the negotiation ecosystem within the traditional leadership structures and community value chain
- Positioning for innovative breakthrough
- Manage complexity and adversity in negotiation with large people groups
- Create economic success through state-of-the-art models for economic advancement and advanced negotiation strategies
- Improved Impact Return on Investment
- Advocacy acceleration
- Increased innovation – quicker results and service rollouts
- Quicker and higher impact project implementation
- Ability to penetrate new markets and establish quicker return on investment cycles
- Increased stakeholder engagement and maximization of resource/capital utilization
- Unprecedented levels of reporting





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CAPACITY STATEMENT

The team at Trade 4 Development (T4D) has collectively been working with communities in Africa for over 60 years and has developed to a level where it fulfils a social development function in partnerships and alliances that have a heart and passion for the empowering, equipping and capacitating of Africa's people and community transformation in a holistic way.

G4D will reach into most African countries via an Exclusive Partnership with United Kingdoms of Africa (UKA) under the leadership of His Majesty King Tchiffi Zie Jean Gervais, founder of United Kingdoms of Africa and Secretary General Permanent of the Forum of Sovereigns and Traditional Leaders in Africa. UKA has networks in business, government, religious communities, education and other communities and focuses on a holistic approach to connect needs and resources.

WE BELIEVE IN, RESPECT, HONOUR AND HIGHLY VALUE:

- Africa's Resources
- Africa's Evolving capacity
- Africa's People
- Africa's Diversity
- Africa's Ubuntu
- Africa's Purpose to be the bread basket of the world
- Africa's Environment
- Africa's Passionate Kingdom Heart Beat



UNITED KINGDOMS OF AFRICA

United Kingdoms of Africa is a non-political, social development advocacy platform which functions in support of presidency and national government institutions and people to support the National Development Plans





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OUR EXPERTISE

- We have the best people that are committed, passionate and focused.
- We coach and invest in our team.
- There is continuous knowledge sharing, continuous improvement, learning from mistakes quickly, as well as from our successes.
- We offer excellence in business service delivery with focus on ROI and VOI (value on investment)
- We offer exceptional donor, sponsor and beneficiary service delivery and are humble to say that we focus on high levels of Good Governance in all our endeavours.
- We have a network of outstanding, Africa aligned, local and international associates, partners and alliances.
- We provide the one stop solution to ensure that resources and investments go to the right place, the right groups of people and communities for the specific purpose which the funding was intended for, with absolute integrity and focus on ROI / VOI.
- We provide exceptional good governance for all special targeted projects in that they are aligned to expectations and highest values of the donors, sponsors and corporate investments. Every project and process is evaluated and measured against these criteria.
- We manage every project and process from start to completion based on the well-established objectives, outcomes and expectations of all concerned parties. This enables us to deliver optimal logistics, project solutions and deliverables to our sponsors, donors and investors.
- The holistic approach to community transformation and humanitarian focus is where we operate best optimally in order for us to offer tailor-made solutions to materials, content and resources into African communities in order to achieve sustainable impact and a lasting legacy to live beyond your input, influence and giving.

SERVICE DELIVERY ONE STOP SOLUTION
PROVIDE INFLUENCE **VALUES**
COMMUNITIES NETWORK
GIVING SUSTAINABLE COACH
GOOD GOVERNANCE KNOWLEDGE SHARING EXCELLENCE
TARGETED PROJECTS PASSIONATE **FOCUSED**



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GLOBAL REGIONAL OFFICES



UNITED STATES OF AMERICA

6615 ELMHURST STREET
SUITE B
DISTRICT HEIGHTS
MARYLAND
20747

LONDON

9 DEVONSHIRE SQUARE
LONDON
EC2M 4YF

DENMARK

HUMLEHAVEN2
HUMLEBAK
3050



NIGERIA

3B BUNMI OLOWUDE STREET,
SECOND ROUND ABOUT, MARWA,
LEKKI
LAGOS

UGANDA

PLOT 7A-9A
SERUNKUMA ROAD
MBUYA HILL
KAMPALA

TANZANIA

3RD FLOOR, WING A
REGENT BUSINESS PARK
172 CHWAKU STREET
MIKOCHENI
DAR ES SALAAM

SOUTH AFRICA

17 MIDAS AVENUE
OLYMPUS
PRETORIA
0081

MOZAMBIQUE

LARGO DON GONÇALO
DA SILVEIRA N 3
MALHANGALENE
MAPUTO

ZAMBIA

PLOT 478, FLAT 2, OFF WARTHOG
ROAD, KABULONGA FLATS





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INTRODUCTION TO KING TCHIFFI ZIE JEAN GERVAIS
 FOUNDER - UNITED KINGDOMS OF AFRICA



HM King Tchiffi ZIE Jean Gervais



HM King Tchiffi ZIE and Pres. Robert Mugabe



HM King Tchiffi ZIE and former Pres. Nelson Mandela



Forum of Sovereign and Traditional Leaders - Summit 2013

FORUM OF SOVEREIGNS AND TRADITIONAL LEADERS

9 September 2008 - Election of King Tchiffi Jean Gervais



FORUM SUMMIT - EQUATORIAL GUINEA

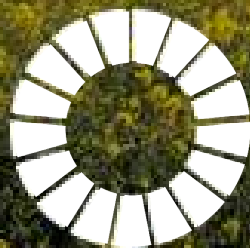
9 September 2013 - Re-election of HM King Tchiffi Jean Gervais





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OUR FOCUS ON CLIMATE ACTION

We are particularly well positioned to serve Climate Action Goals via the G4D Platform.

“

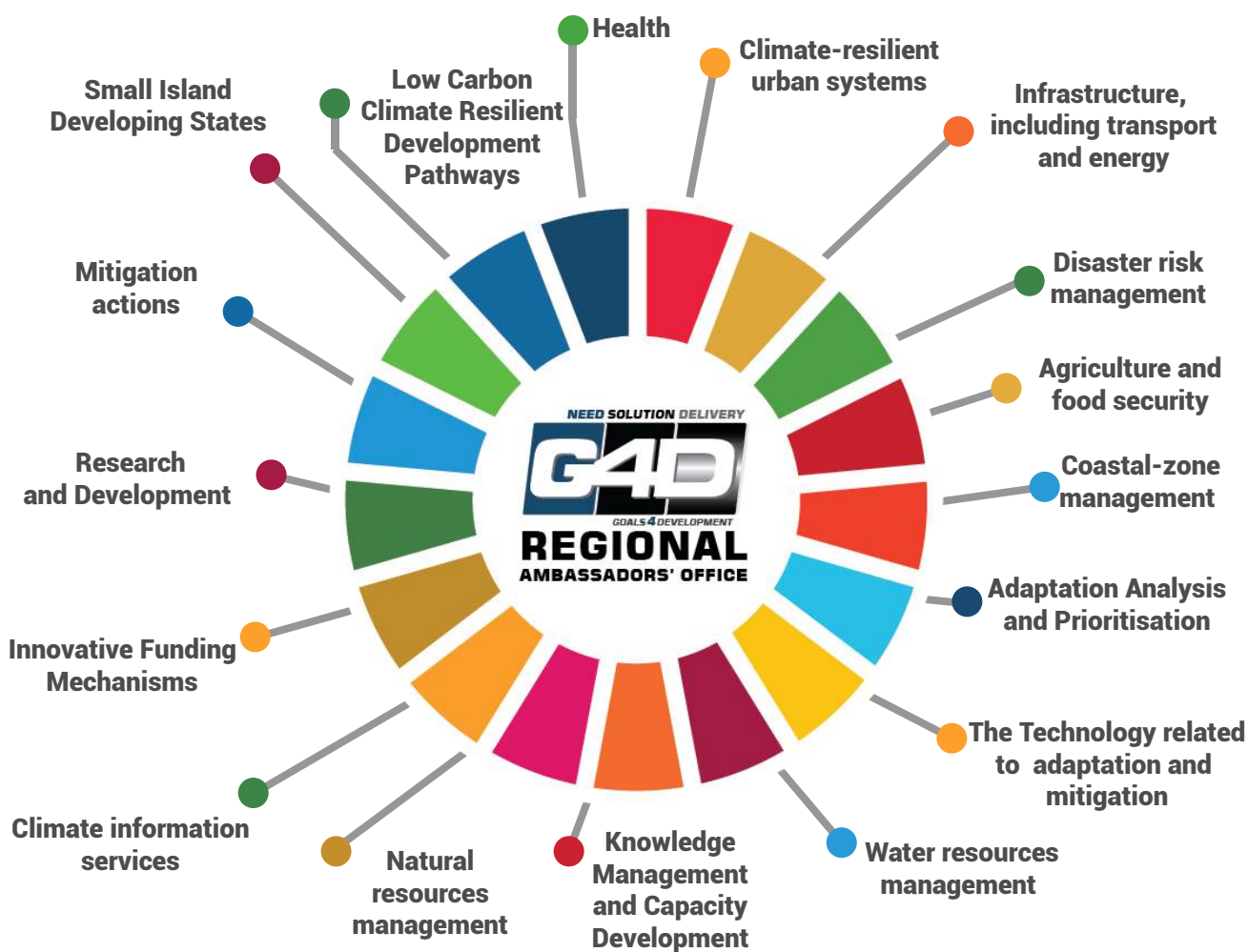
Climate change affects us all, but it does not affect us all equally. The poorest and most vulnerable –those who have done the least to contribute to global warming—are bearing the brunt of the impact today”.

UN Secretary General, Ban Ki-moon



Innovation and large scale community buy in, support, participation and engagement will ultimately lead to greater efficacy for Climate Action program objectives and goals.

Via the Local Kingdom structures and G4D Ambassadorial offices within these structures we will mobilize support for:



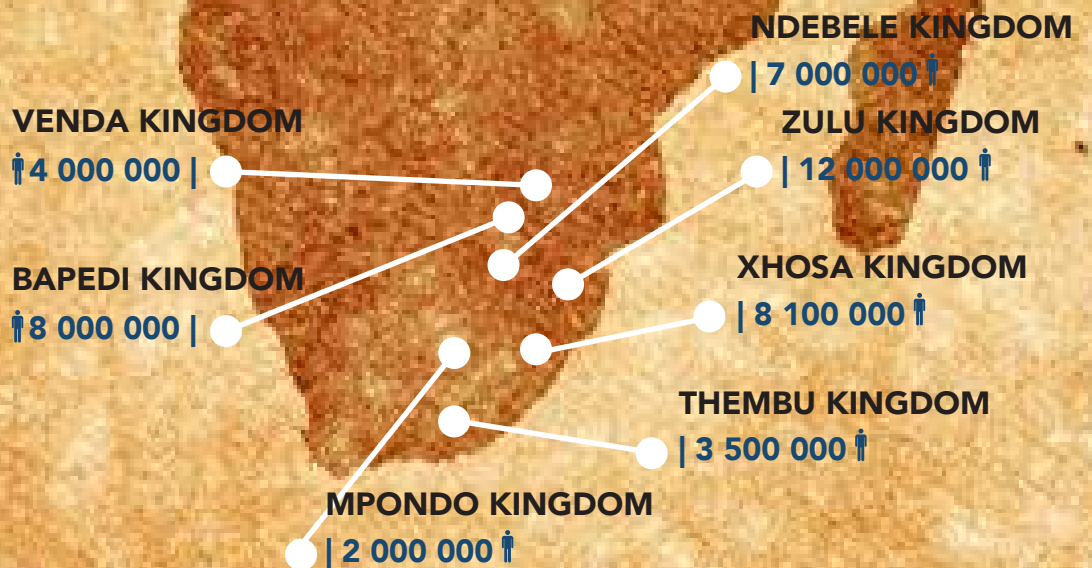


Image: 7 Constitutionally Recognised Kingdoms in South Africa

KINGDOM SUPPORT FOR CLIMATE CHANGE

SEVEN REIGNING KINGS OF SOUTH AFRICA



amaZulu

12,000,000

King Goodwill
Zwelithini Zulu



amaXhosa

8,100,000

King Zwelonke
Sigcawu



baPedi

8,000,000

King Victor
Thulare



amaNdebele

7,000,000

King Makhosonke
Enoch Mabheba



vhaVenda

4,000,000

King Toni P Mphhephu
Ramabulana



amaThembu

3,500,000

King Buyelekhaya
Dalindyebo



amaMpondo

2,000,000

King Zanozuko
Sigcau

Traditional Tribunal under way



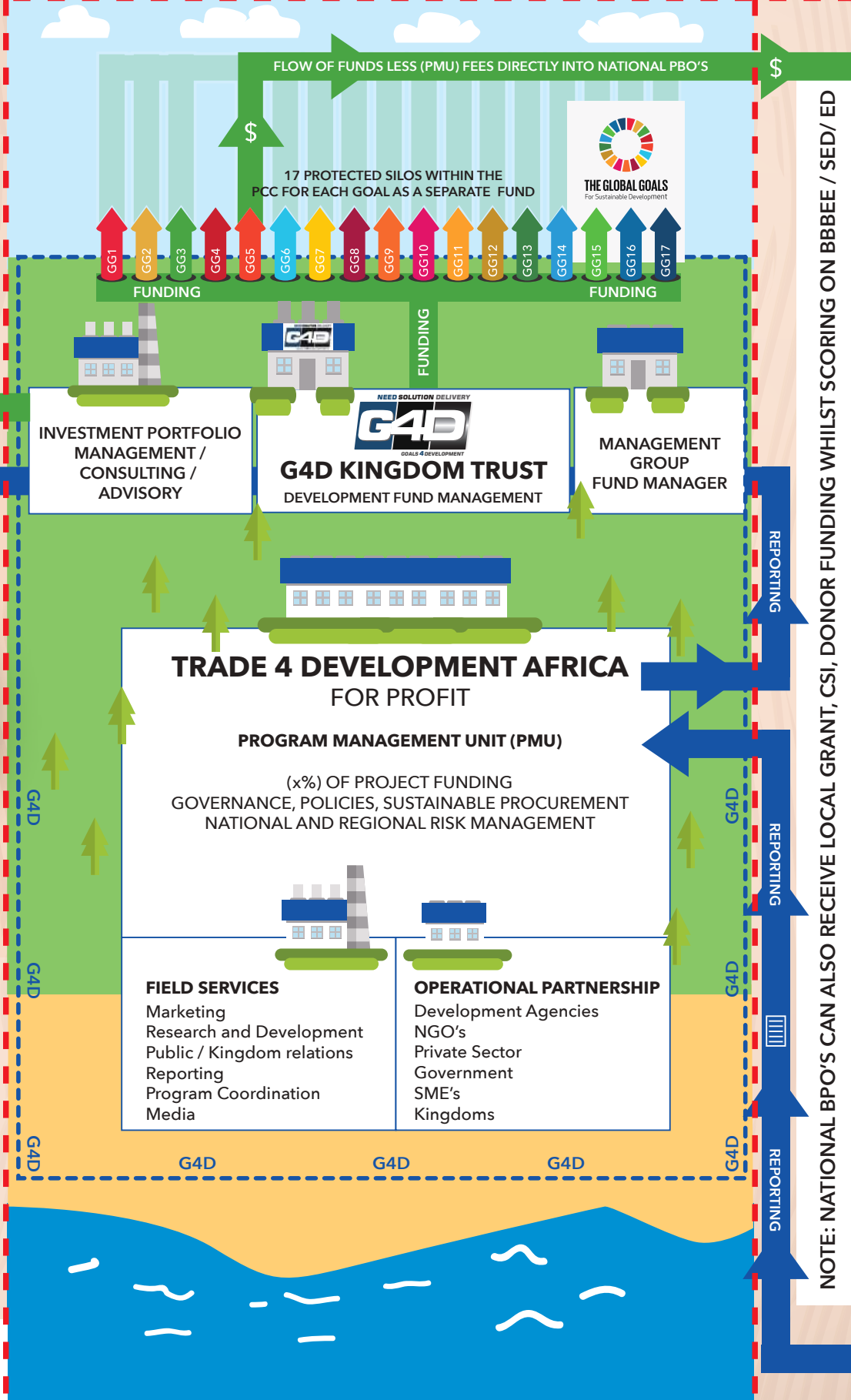
OPERATIONAL STRUCTURE

GLOBAL DEVELOPMENT FUNDS

OFFSHORE FUND AND AFRICA OPERATIONAL SERVICES



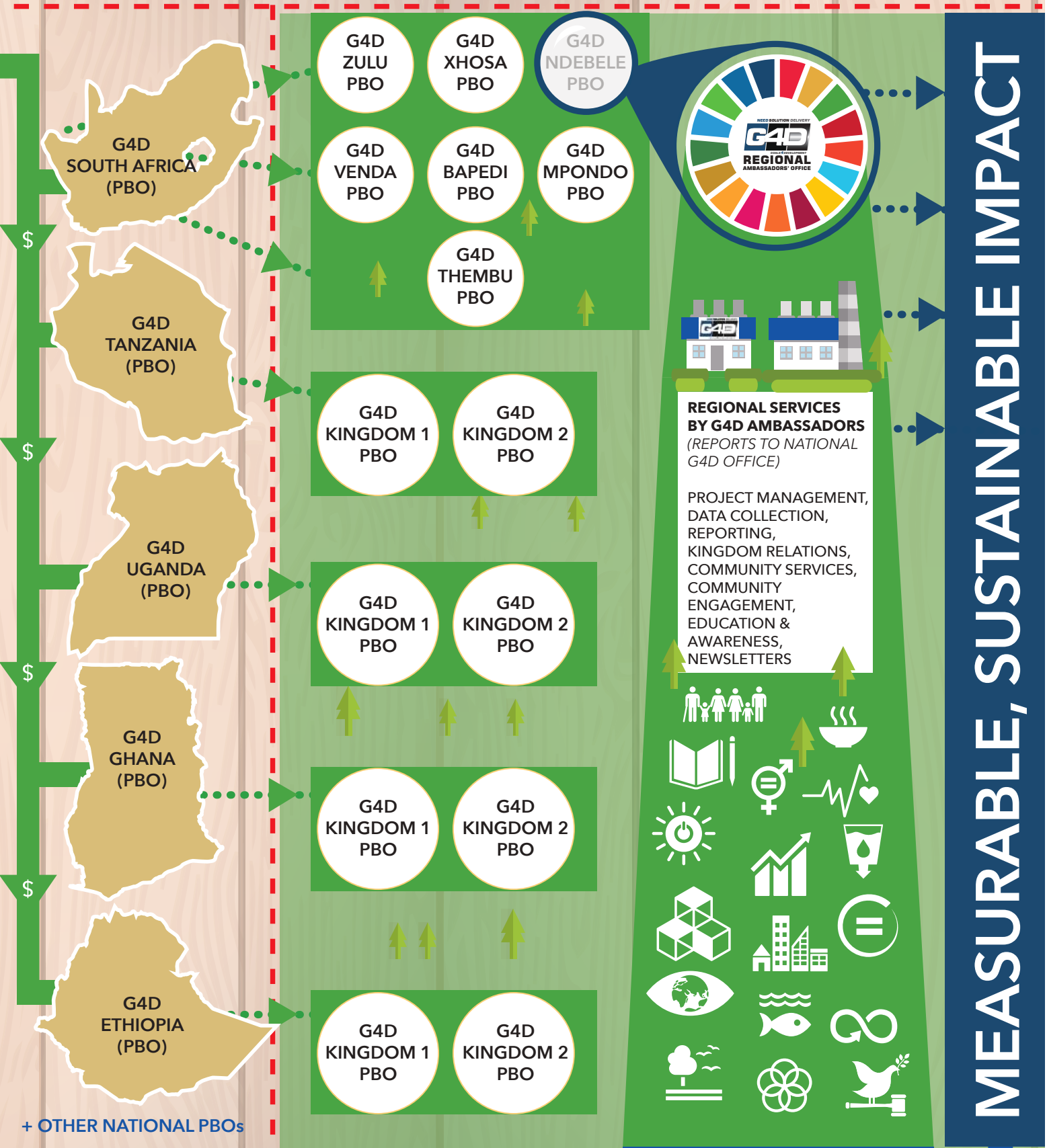
AND OTHER



NOTE: NATIONAL PBO'S CAN ALSO RECEIVE LOCAL GRANT, CSI, DONOR FUNDING WHILST SCORING ON BBEE / SED / ED

NATIONAL SERVICES PBO'S

REGIONAL SERVICES PBO'S



NATIONAL SERVICES PBO'S

REGIONAL SERVICES PBO'S

REPORTING



REPORTING

REPORTING



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TABLE OF CONTENTS

CAPACITY STATEMENT:	11
TABLE OF CONTENTS:	27
OUR VISION:	31
OUR MISSION:	31
OUR VALUES:	31
OUR APPROACH TO GRANT MANAGEMENT	33
OUR APPROACH TO GRANT MANAGEMENT	33
• WE BUILD TRUST	33
• WE OBSERVE PROJECT START AND END DATES FOR SPENDING.....	33
• WE MEET PROJECT TARGETS WITHIN BUDGET.....	33
• WE SPEND CAPITAL EQUIPMENT BUDGETS EARLY.....	33
• WE PREPARE DONOR REPORTS	33
• COMPLETE AND ACCURATE REPORTING	33
• DOCUMENT MANAGEMENT	33
• RISK MANAGEMENT	33
OUR APPROACH TO ACCOUNTABILITY	35
OUR APPROACH TO ACCOUNTABILITY	35
TWO TYPES OF ACCOUNTABILITY:	35
• DOWNWARD ACCOUNTABILITY	35
• UPWARD ACCOUNTABILITY	35
OUR THREE GOALS OF ACCOUNTABILITY	35
• FINANCIAL ACCOUNTABILITY	35
• EFFECTIVENESS ACCOUNTABILITY	35
• EFFICIENCY ACCOUNTABILITY	35
OUR POLICY FOR PARTNER CAPACITY BUILDING	37
OUR POLICY FOR PARTNER CAPACITY BUILDING	37
HOW DO WE BUILD PARTNER CAPACITY?	37
• WE BUILD TRUST	37
• WHERE ARE WE NOW?	37
• WHERE ARE WE GOING?	37
• STAFFING RESOURCES	37
• SKILLS DEVELOPMENT	37
• SYSTEMS DEVELOPMENT	39
• CREATING SUPPORT NETWORKS	39
• WE REVIEW AND CELEBRATE SUCCESSES	39
REPORTING TO BENEFICIARIES	41
REPORTING TO BENEFICIARIES	41
• WHY REPORT TO BENEFICIARIES?	41
• WHAT IS REPORTED TO BENEFICIARIES?	41
• HOW TO REPORT TO BENEFICIARIES?	41
OUR FOUNDATIONS FOR EFFECTIVE FIELDWORK	43
OUR FOUNDATIONS FOR EFFECTIVE FIELDWORK	43
OUR TWO GOLDEN RULES	43
• GOLDEN RULE 1	43
• GOLDEN RULE 2	43
OUR APPROACH TO PREPARING TEAMS	
FOR THE FIELD	45
SELECTING THE RIGHT PEOPLE FOR THE JOB	45
CULTURAL AWARENESS AND SENSITIVITY	45
• What Is Culture?	45
• What Are Cultural Values?	45
• What Is Cultural Intelligence?	45
• Cross cultural Interaction	47
PREMATURE EXIT FROM THE FIELD	47





THE ETHICAL CONSIDERATIONS OF OUR FINANCING STRATEGY	49
THE ETHICAL CONSIDERATIONS OF OUR FINANCING STRATEGY	49
• ARE THE DONOR'S OBJECTIVES IN LINE WITH OUR MISSION?	49
• WOULD EXISTING SUPPORTERS OBJECT TO US ACCEPTING SUPPORT FROM THIS NEW DONOR?	49
• WOULD THE COMMUNITIES WE WORK WITH BE HAPPY TO ACCEPT SUPPORT FROM THAT DONOR?	49
• ARE THERE ANY CONDITIONS ATTACHED TO THE DONATION WHICH ARE DIFFICULT, RISKY OR COSTLY TO MEET?	49
• FOR CORPORATE SPONSORS, WHAT IS THEIR RECORD ON ETHICAL PRACTICES?	49
• FOR CORPORATE SPONSORS, DO THEIR PRODUCTS CONFLICT WITH OUR WORK IN ANY WAY?	49
• CAN WE BE SURE THE FUNDS HAVE NOT COME FROM CRIMINAL ACTIVITY?	49
• HOW DOES THE DONOR PLAN TO PUBLICISE THEIR SUPPORT FOR OUR WORK?	49
OUR POLICY ON RISK MANAGEMENT	51
HOW WE CONDUCT RISK ASSESSMENTS	51
WHO CONDUCTS THE RISK ASSESSMENT?	51
WHAT DOES RISK ASSESSMENT INVOLVE?	51
IDENTIFY THE RISKS:	55
ASSESS THE RISKS:	55
TAKE ACTION ON THE MOST SERIOUS RISKS:	55
CONTINUE TO MONITOR THE RISK MANAGEMENT PROGRESS:	55
OUR POLICY TOWARDS FINANCIAL SUSTAINABILITY	57
OUR POLICY TOWARDS FINANCIAL SUSTAINABILITY	57
A DIVERSIFIED FUNDING BASE:	57
AVAILABILITY OF UNRESTRICTED FUNDS:	57
AVAILABILITY OF FINANCIAL RESERVES:	57
STRONG STAKEHOLDER RELATIONSHIPS:	57
OUR APPROACH TO FINANCIAL GOVERNANCE	59
OUR APPROACH TO FINANCIAL GOVERNANCE	59
• MAKING SURE FUNDS ARE USED TO HELP BENEFICIARIES EFFECTIVELY	59
• SECURE SUFFICIENT FUNDING	59
• SECURING A SUSTAINABLE SENIOR MANAGEMENT SUPPORT STRUCTURE	59
• ENSURING THAT THE ORGANISATION OPERATES WITHIN THE LAW	59
• ENSURING THAT THE BOARD EXECUTES ITS RESPONSIBILITIES EFFECTIVELY	59
OUR PROCUREMENT PROCESS	61
OUR PROCUREMENT PROCESS	61
• CHECK THE BUDGET AND THE SPECIFICATION OF GOODS OR SERVICES TO BE PROCURED	61
• PREPARE A PURCHASE REQUISITION	61
• AUTHORISE PURCHASE REQUISITION	61
• OBTAIN QUOTATIONS	61
• SELECT THE SUPPLIER	61
• ISSUING OF PURCHASE ORDER (PO)	61
• RECEIPT OF GOODS FROM SUPPLIER	61
• RECEIVE AND CHECK SUPPLIER INVOICE	63
• PREPARE AND AUTHORISE THE PAYMENT	63
• PAY THE SUPPLIER INVOICE	63
• ENTER PAYMENT INTO THE ACCOUNTS	63

HOW WE CONTROL COSTS	65
HOW WE CONTROL COSTS	65
• WE SET REALISTIC BUDGETS	65
• WE CHECK THE BUDGET	65
• MONTHLY REVIEW EXPENDITURE AGAINST THE AVAILABLE BUDGET	65
• WE PLAN EXPENDITURE IN ADVANC	65
• WE BUILD RELATIONSHIPS WITH SUPPLIERS	65
• JOIN HANDS WITH OTHERS TO ESTABLISH PURCHASING GROUPS	65
• WE AVOID 'BUDGET GAMES'	65
• WE GET QUOTES	65
• APPROVED SUPPLIER LIST	65
• AVOIDING WASTEFUL EXPENDITURE	65
OUR INTERNAL CONTROL POLICY	67
INTERNAL CONTROL POLICY	67
CONTROL ENVIRONMENT	67
OUR CONTROL PROCEDURES	69
WE FOCUS ON THE BUILDING BLOCKS	69
OUR POLICY ON FIGHTING BRIBERY	71
WHERE DO WE START?	71
OUR PREVENTATIVE STRATEGIES:.....	71
HOW TO REDUCE THE RISK OF PAYING A BRIBE	71
OUR POLICY ON FRAUD	73
WARNING SIGNS OF FRAUD	73
FROM THE ACCOUNTING RECORDS	73
FROM THE REPORTS	73
FROM NON-FINANCIAL AREAS	73
SOME GUIDELINES WE IMPLEMENT ON FRAUD PREVENTION	73
OUR COMMUNICATIONS STRATEGY	75
INTRODUCTION	75
OUR TARGET AUDIENCE	75
INTERNAL COMMUNICATIONS	75
EXTERNAL COMMUNICATIONS	75
• PROGRAM PARTNERS	77
• FUNDING PARTNERS	77
• LOCAL COMMUNITIES	79
• GOVERNMENT	79
• GENERAL PUBLIC	79
• COMMUNICATION AND GOVERNANCE	81
OUR MEDIA RELATIONS	83
INTRODUCTION	83
TARGET MARKETS	83
SOURCE OF COMMUNICATION CONTENT.....	83
BEST PRACTICE	83
MEDIA CONTACT	85
MEDIA 4 DEVELOPMENT	85
OUR PROJECT DESIGN PROCESS	87
COMPONENTS:	87
STEPS:	87
OUR LEGAL DOCUMENTS, MEMORANDUM OF UNDERSTANDING, PROJECT AGREEMENT	91



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G4D OVERVIEW

OUR VISION:

Our vision is to connect likeminded organisations and resources worldwide to meet the specific needs of the people of the continent of Africa with a view toward holistic transformation in individuals, families and communities throughout the continent.

OUR MISSION:

Our mission is to become the operational and advisory 'Partner' of choice for development organisations, Government and the private sector, providing an effective platform for them to make a significant and measurable impact on improving the lives of the people on the continent of Africa in a sustainable manner.

OUR VALUES:

- **KINGDOM FOCUS**
G4D specifically focuses its operational activities within the Traditional Kingdom and leadership structures of Africa, supported by the United Kingdom's of Africa, being sensitive to, and tolerant of, the diverse environment in which it operates.
- **UBUNTU**
"UBUNTU" describes an African concept which represents a spirit of kinship across both race and creed and endeavours to unite people towards a common purpose: "I am because you are".
"UBUNTU speaks particularly about the fact that you can't exist in isolation. It speaks about our interconnectedness".- Archbishop Emeritus Desmond Tutu, winner of the Nobel Peace Prize in 1984, The people of Africa are our first priority. G4D will treat every person with respect and dignity, regardless of their background, status, creed or culture.
- **SYNERGY**
Synergy is defined as the interaction of two or more agents, and is created when things work in concert together to create an outcome that is of more value than the total sum of the individual inputs.
- **FACILITATING**
By facilitating collaborative efforts among strategic partners, G4D seeks to achieve far more than what individual parties could accomplish alone. Strategic alliances allow each participant to specialise in their chosen fields of expertise, maximizing strengths and ensuring that all strategic goals and objectives are met.
- **TRANSPARENCY**
We seek to achieve transparency through good governance which has eight major characteristics complying with the laws of good governance:

Participatory	Consensus-orientated
Accountable	Transparent
Responsive and considerate	Effective and efficient
Equitable and inclusive	Law-abiding and ethical

It assures that corruption is eliminated and prevented; that the views of minorities are taken into account; and that the voices of the most vulnerable in society are heard during decision-making. Quality governance is responsive to the present and future needs of a society.

In all dealings with partners, funding agencies and the people of Africa we serve, G4D pledges to act with integrity, ensuring effective stewardship and optimum utilisation of resources.





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OUR APPROACH TO GRANT MANAGEMENT

WE BUILD TRUST

In all aspects of grant management, we will conduct ourselves with integrity and avoid potential challenges with clear and regular communications with grants officers. A record will be kept of all communication.

WE OBSERVE PROJECT START AND END DATES FOR SPENDING

We do not make payments or enter into commitments before the agreed contract start date. All invoices must be dated between the official start and end dates. It is permissible to spend right up to the end of the contract date as long as the invoice is dated before the project end date as the expenses can be accrued. This approach is useful to avoid potentially large under-spends.

WE MEET PROJECT TARGETS WITHIN BUDGET

We make sure the activities covered in the project scope match the activities executed and project expenses. We openly disclose details of the donor as well as terms of reference to beneficiaries and project officers. Regular status meetings will be initiated with the dedicated project team to discuss the donor's terms of reference, and to monitor and evaluate the project progress compared to the approved project plan.

WE SPEND CAPITAL EQUIPMENT BUDGETS EARLY

Equipment budgets should be spent in the first phase of the programme and not in the closing months of the project to avoid potential disputes of a no-cost extension.

WE PREPARE DONOR REPORTS

Timely financial and progress reports will be submitted to avoid potential under- or over-spending going unnoticed and to put the necessary corrective measures in place (if and when applicable).

COMPLETE AND ACCURATE REPORTING

Financial reports will be compiled and submitted within the approved financial cycle. For instance:

- No working advances will remain unreconciled outside of the approved financial cycle.
- Reported budget or actual figures will not be amended. In the event of a previously reported figure(s) being incorrect, budget amendments (together with a written motivation) will be submitted for approval during pre-approved reviews.

DOCUMENT MANAGEMENT

Dates and notes are recorded on all grant documentation. It allows for ease of reference and document tracking of the grant. Effective document management will afford all team members to work on the same version of the contract as well as final approved budgets.

RISK MANAGEMENT

In the event of not meeting reporting or other project deadlines, the donor will be notified timeously with the purpose to negotiate and agree on mutually amended terms and conditions. For example, reporting deadlines may not be realistic when progress reports cannot be timely submitted due to the absence of internet access in remote areas and reports then need to be physically delivered on the return of field staff to the base. A Similar approach will apply in the event of certain budget items exceeding the approved budget due to unforeseen increases on cost items.



- Excellent
- Very good
- Good
- Average
- Poor



OUR APPROACH TO ACCOUNTABILITY

'Accountability' implies being transparent in our conduct and taking responsibility for the results of our actions, inclusive of project deliverables and budget spend.

TWO TYPES OF ACCOUNTABILITY

DOWNWARD ACCOUNTABILITY

Accountable to the people we aim to help is recognised. This is known as 'downward accountability'. Our work is most effective when we work hand-in-hand with our beneficiaries.

UPWARD ACCOUNTABILITY

'Upward accountability' to senior managers, trustees and donors to acknowledge their importance as funders, being accountable to them on the effective utilisation of funds as per approved project plan.

OUR THREE GOALS OF ACCOUNTABILITY

1 FINANCIAL ACCOUNTABILITY

Have funds been utilised properly or has there been waste and/or fraud?

2 EFFECTIVENESS ACCOUNTABILITY

Have objectives been achieved? Are donors and beneficiaries satisfied with the project processes and out comes?

3 EFFICIENCY ACCOUNTABILITY

Have the approved resources been utilised to provide the best value for money without compromising on quality and quantity standards? Were the project activities implemented in the best possible manner in order to contribute to the project outcomes?





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OUR POLICY FOR PARTNER CAPACITY BUILDING

Aligned with the UNEP 10 YFP (Global Action of Sustainable Consumption and Production), In the event of implementing programmes with the assistance of local partners, an assessment will be made of their skills, confidence and systems to manage financial resources efficiently and effectively.

In the event of being an implementing partner, having strong foundations for managing funds will ensure fruitful lasting partnerships and enhance sustainability in building supply chains.

HOW DO WE BUILD PARTNER CAPACITY?

WE BUILD TRUST

Strong partnerships are built on trust and open communications. It is important that our partners are clear about their respective roles in the capacity development process. As lead partners G4D will reassure our implementing partners that the process is not a 'fault finding' mission, rather a great opportunity to complement each other and to strengthen their organisation, and to also ensure that implementing partners feel safe and protected in the partnership.

Senior managers and board members, not just finance staff, are actively involved throughout the process to ensure ownership and a high-level commitment to transformation. Board involvement (where possible) is critical for capacity assessment and strategy development.

WHERE ARE WE NOW?

First, we identify if and where a partner needs to strengthen capacity within a particular project or initiative. One of the best tools to identify gaps in partner financial systems and skills is a Finance Health Check. The Finance Health Check assists the partner to self-assess their current practice against a series of best practice statements covering budgeting, accounting, financial reporting, internal control, grant management and staffing. The statements also provide standards to aim for and track progress against.

Sometimes a more detailed, external, financial systems review is required – e.g. where a significant 'scaling up' of operations are planned. It is important to select suitably qualified finance professionals to perform the review and provide practical advice going forward.

WHERE ARE WE GOING?

The results of the capacity assessment are shared openly with partners and at all levels in the local NGO/ PBO.

The partners are then in a position to work together to create a capacity building action plan with achievable targets around the key areas of staffing, skills and systems. The costs of implementing the action plan must be clearly reflected in a budget and mutually agree to finance the plans.

STAFFING RESOURCES

Financial management systems are only as good as the people operating them. Suitably qualified people will be appointed in key positions. A capacity building strategy will include a plan to ensure that suitable people and in sufficient numbers will be appointed, since they will be required to maintain the accounts, provide financial reports and oversee the management of financial resources.

In the event of entering into a major new programme, additional working hours may be required by the finance team which will be accounted for in the programme budget. Future sophisticated accounting systems may require the recruitment of staff with specific accounting software skills.





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OUR POLICY FOR PARTNER CAPACITY BUILDING

SKILLS DEVELOPMENT

It is required that all staff and Board members are confident and equipped to use financial management tools. Programme officers need to develop, monitor and evaluate project budgets. Senior managers and Board members need to plan, monitor and control resources to fulfil objectives. Finance officers need to prepare timely and accurate financial reports for donors.

Local NGOs or partners may lack these key skills. A structured skills development plan will be formalised. Skills development options include:

- Finance skills training for programme staff and Board members
- Focused one-to-one support for finance staff when new or sophisticated systems are introduced
- Mentoring support by senior managers.

SYSTEMS DEVELOPMENT

If an NGO/ PBO partner's system needs a major update, such as introducing a computerised accounting package, support may be required to implement the changes. The involvement of the senior management team and Board in the selection of external consultants will secure their buy-in and support.

CREATING SUPPORT NETWORKS

The creation of local networks with other NGOs will provide a platform to share knowledge and advice and thereby contribute to the development of skills and confidence. This platform will encourage local partners to establish a support group that meets regularly to trouble shoot common challenges.

WE REVIEW AND CELEBRATE SUCCESSES

The capacity development strategy requires regular review on the implementation thereof. Growth and improvements will be acknowledged which in turn will build confidence and morale and the sharing of lessons learnt with others as well.



REPORTING TO BENEFICIARIES

Our finance staff applies good governance practices through the provision of regular financial reports to beneficiaries.

WHY REPORT TO BENEFICIARIES?

- Financial reporting improves participation and accountability, to the beneficiaries we aim to empower. This is the foundation of good practice and our NGO ethics.
- It is important to meet beneficiaries' real priorities and assist them to gain more confidence.
- Beneficiaries need to be involved in making key decisions with regard to budget allocations and spend as well as project activities.
- Beneficiaries will be in a position to monitor actual expenditure compared to the projected budget. This approach will assist to eliminate potential under-or over spending or savings.

WHAT IS REPORTED TO BENEFICIARIES?

- As a general principle, expenses will be made known for each community.
- Transparency about direct project costs (like the amount of money spent building a new school) is advisable, rather than indirect costs (like overheads and staff salaries).

HOW TO REPORT TO BENEFICIARIES?

- Information is presented to beneficiaries in an accessible and understandable manner.
- This implies presenting information in local languages and local currencies, using the media that local people find easy to access. This may include mediums such as outdoor posters, billboards, presentations at public and community meetings, mobile, social media radio and local newspapers.
- Financial information displayed in graphical form, using simple charts.
- Expenditure is summarised by activity, geographical area or local partner. It is presented for activities that are relevant to beneficiaries.
- Reports are normally not longer than 15 lines, and updated regularly (every month while projects are in progress).
- Regular community interactions are facilitated to assess overall perceptions and to determine continued levels of support throughout the length of the program





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THE GLOBAL GOALS
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OUR FOUNDATIONS FOR EFFECTIVE FIELDWORK

Our goal is to 'help people to help themselves', supporting their own efforts to improve their lives. As such, we can say that we provide 'development assistance', not development.

We are most effective when we contribute to people's own efforts to improve their lives, organisations or societies – instead of taking a lead in trying to solve other people's problems. As directed and led by the needs of the people to understand their world, we need to participate in their lives, rather than expecting them to participate in our projects.

This is important for both the short and long term and the success of the programmes for the following reasons:

- We are only one factor in people's efforts and as much as we try we often lack complete understanding of local situations and priorities. Local situations are complicated and change unpredictably. They always involve local politics: when one social group may benefit above another. People's priorities are complicated and may change.
- Our work should respect people's right to make their own decisions about their own lives. We cannot enforce what people need to think or do. We can help them grow their confidence and abilities, to attend to their own priorities and through this process become a sustainable community.
- Our work is only sustainable if it is based on local people's needs and priorities. It is very unlikely that we can truly 'persuade' people to feel a sense of ownership for 'our' priorities.
- Funds are allocated to assist beneficiaries, not the programme manager – it is not 'our' money. We have a responsibility to ensure that all funds are allocated and utilised to the benefit of the targeted recipients.

OUR TWO GOLDEN RULES

GOLDEN RULE 1

Our frontline staff has to maintain a professional conduct and dialogue with the people they aim to assist.

The staff has to establish dialogue with all local groups of people, including the poorest and most marginalised, to ensure downward accountability.

GOLDEN RULE 2

We rely on the professionalism and efficiency of our frontline staff and have to ensure they will make good judgement calls - quality controls need to be in place to monitor their conduct and delivery accordingly.

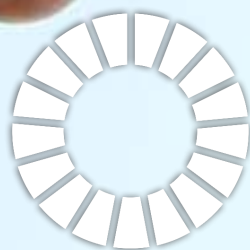
This includes:

- Ensuring efficient and sufficient training of all staff to uphold our organisations value and principles
- Ensuring they share our organisation's social values
- Reinforcing their commitment to helping people help themselves
- Helping them to improve and develop their own skills
- Providing them with good, quality and timely information
- Decentralising decision-making, and encouraging flexibility (with suitable quality controls)
- Focusing on 'customer-service'
- Obtaining feedback from beneficiaries / partners
- Limit staff turnover





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OUR APPROACH TO PREPARING THE PROJECT TEAM FOR FIELD WORK

SELECTING THE RIGHT PEOPLE FOR EACH PROJECT

It is imperative that the right team for each project is identified. The relevant skills will be identified to perform and deliver the project in line with approved standards. Trusted and experienced partners from an extensive local and international network will be approached to nominate the individuals / teams with the appropriate skills set.

CULTURAL AWARENESS AND SENSITIVITY

The need to recognize and understand the different cultures has never been more critical than it is today.

Respectful successful cultural contact and relationships will automatically lead to enhance understanding, harmony, peace, and the ultimate success and sustainability of the project.

To help them be more effective in the field, teams will be educated to better understand and engage other cultures. Some of the topics to be covered include:

WHAT IS CULTURE?

Culture is the normative way in which groups of people behave and the belief systems that they develop to justify and explain their behaviours. These behaviours can differ between groups, generally as a result of a combination of differences in history, geography, language, economics, and other factors.

However, what makes all cultures similar; however, are the essentially universal problems of life that we all must address, as individuals and as societies. The problems and questions may be the same everywhere, but the solutions may differ vastly. This is what defines our individual cultures.

As those foreign to a culture, team members may be very far from having insight; and for that very reason, it is important to gain knowledge of the culture, respect it, and conform to it so that there is mutual appreciation, understanding and respect.

WHAT ARE CULTURAL VALUES?

Cultural values are principles or qualities that a group of people will tend to see as good, acceptable or worthwhile.

WHAT IS CULTURAL INTELLIGENCE?

Cultural intelligence is the ability to engage in a set of behaviours that uses specific skills set (e.g. language or interpersonal skills) and qualities (e.g., tolerance for ambiguity, flexibility) that are appropriately tuned to the cultural values and attitudes of the people with whom one interacts.





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OUR APPROACH TO PREPARING THE PROJECT TEAM FOR FIELD WORK

CROSS CULTURAL INTERACTION

In order to understand why the protocol, manners, and etiquette of any particular country or Kingdom has reference, it is critically important to understand the belief systems and fundamental values that are at the heart of the culture.

Points to follow to maximise the chances of successful interaction between people from different cultures includes:

- Respect for everyone regardless of rank or position.
- What is the applicable greeting protocol?
- What is the correct honorific protocol for each person?
- Have good spatial knowledge (how closely to stand, use of eye contact and touch)
- Know the correct physical approach especially when greeting high ranking officials or people of the opposite sex
- What is the appropriate dress code for the country/culture/occasion?
- Understand that the meaning of punctuality may be vastly different across each culture.
- What are the formalities when dining and drinking?
- What is taboo / are taboo topics of conversation in this culture?
- Knowledge about your own cultural style and protocols.
- Knowledge of how your cultural protocol compares to those of others.
- Clear, concise and simple use of the English language in a non-condescending tone. Especially when interacting with non-English speaking individuals.
- When in another country show respect to your hosts by learning how to greet them in their language, how to say yes, no, please, thank you, hello, and goodbye.
- Learn some interesting facts about their country.

PREMATURE EXIT FROM THE FIELD

On the rare occasion it may be necessary for individuals / teams to exit from the field prematurely. Plans will be in place to protect the teams and the recipients should this occur. The reasons for this will vary from project to project and teams.

Some examples are:

- Team members may potentially be found guilty of embezzling or abusing agency funds. Should grounds be found of this unfortunate incident, guilty parties will be immediately removed and appropriate legal procedures pursued.
- Physical illness which makes them ineffective or requires treatment at home
- Psychological problems ranging from anxiety to mental illness
- Problems with children or adolescents who are unable to function in the host culture
- Political turmoil in the host country
- Financial needs which require raising funds in their passport country
- Stress and exhaustion which make staying in the host culture impossible
- Family responsibilities
- Moral failure which prohibits effective work in the host culture
- Unresolved conflict with other cross-cultural workers

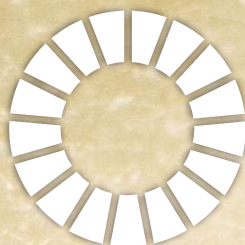
This is just a sample of some reasons why people may have to leave their host countries. Because of the impact this will have on the recipient community it is something that will be seriously considered and implemented accordingly.





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THE ETHICAL CONSIDERATIONS OF OUR FINANCIAL STRATEGY

When we design a financing strategy, it is important to have a clear policy from whom we accept or decline donations, investments or contributions. The policy must balance the needs of the organisation with its values and principles. It is important to recognise that sometimes we have to decline donations or funding. Some key questions in the assessment of a potential financial supporter include:

ARE THE DONOR'S OBJECTIVES IN LINE WITH OUR MISSION?

There is a risk of 'mission drift' if we accept funding to execute activities that are not in line with our values and project objectives. It is important to be true to our mission to avoid potential loss of support from the community and existing donors.

WOULD EXISTING SUPPORTERS OBJECT TO US ACCEPTING SUPPORT FROM THIS NEW DONOR?

Some donors may have their own ethical objections to working alongside certain companies, faith-based organisations or government agencies. Without compromising our principles, we must show sensitivity to all parties involved in the decision-making process.

WOULD THE COMMUNITIES WE WORK WITH BE HAPPY TO ACCEPT SUPPORT FROM THAT DONOR?

Some communities might object to donations from certain companies or external government agencies, due to previous bad experiences or security breaches.

ARE THERE ANY CONDITIONS ATTACHED TO THE DONATION WHICH ARE DIFFICULT, RISKY OR COSTLY TO MEET?

For example, if potential donors request a plaque on a building or a vehicle, could this discredit our organisation/beneficiary? Or if the potential risk or cost of administering the donation or grant is disproportionately high.

FOR CORPORATE SPONSORS, WHAT IS THEIR RECORD ON ETHICAL PRACTICES?

For example, do they have any history of using child labour, poor working conditions, poor environmental practices, supporting the arms trade, etc.?

FOR CORPORATE SPONSORS, DO THEIR PRODUCTS CONFLICT WITH OUR WORK IN ANY WAY?

For example, there could be a company known to fund terrorism wants to fund a school building project.

CAN WE BE SURE THE FUNDS HAVE NOT COME FROM CRIMINAL ACTIVITY?

If the donor is not well known to us or does not have a record of regular donations, we need to ensure that donated funds are not linked to money laundering, terrorist activities or corrupt practices.

HOW DOES THE DONOR PLAN TO PUBLICISE THEIR SUPPORT FOR OUR WORK?

For example, are we willing to have our company's name and project images included in the potential donor's publicity materials and media events? This is especially important if we work with vulnerable communities.





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OUR POLICY ON RISK MANAGEMENT

HOW WE CONDUCT RISK ASSESSMENTS

It is important for us to assess and then manage financial risks facing the organisation. Significant financial risks that are not actively managed could threaten our operations and financial security and overall success of the project.

WHO CONDUCTS THE RISK ASSESSMENT?

The trustees (i.e. Board members) are responsible for ensuring that regular risk assessments are conducted. This is conducted by a group of people including board members and management, at least once a year or in the beginning of every major project, thus ensuring ownership of the assessment results and a greater awareness among team members of the potential threats.

Our auditors also help and advise on mitigating factors.

WHAT DOES RISK ASSESSMENT INVOLVE?

There are four stages in our risk assessment process:

- Identify the risks
- Assess the risks
- Take corrective action
- Continue to monitor progress

Each stage of the project is recorded on a risk register

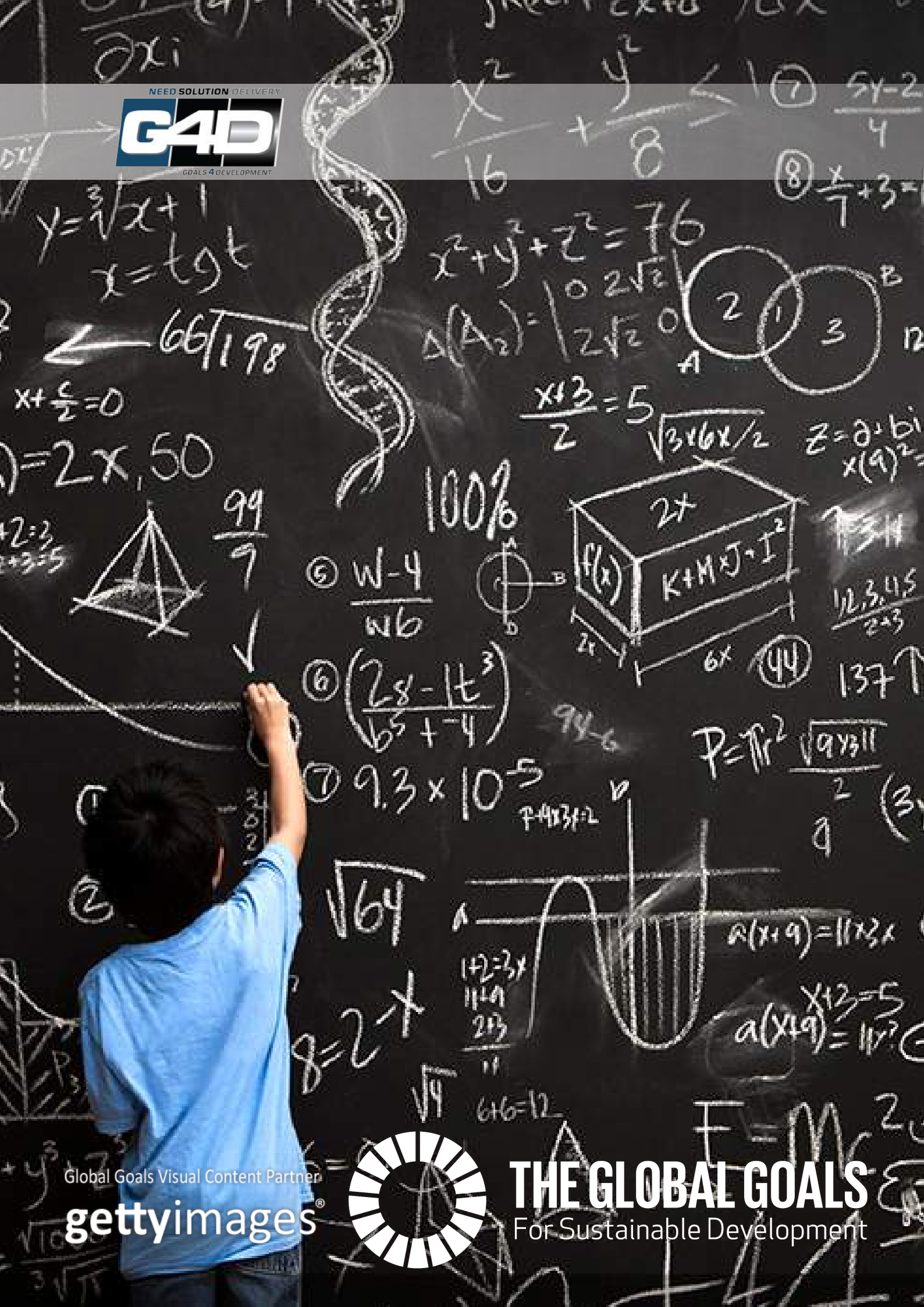
See an example on the next page:



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OUR POLICY ON RISK MANAGEMENT

Risk areas identified	Date added to register	Initial risk assessment			Control procedure(s) identified	Current risk assessment			Action needed: person responsible
		Likelihood (score)	Severity of impact (score)	Overall 'gross' risk		Controls in place	Comment	Retained 'Net' risk	
theft of assets	May-14	High (3)	Medium (2)	High (6)	Asset register Quarterly asset verification Engraving Insurance Limited access to key assets	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Not complete	Medium	Finalise asset register: CEO
fraud	May-14	High (3)	High (3)	High (9)	Fraud policy in place Internal audits (6 monthly)	<input type="checkbox"/> <input type="checkbox"/>	In progress	Medium	Develop policy: Treasurer Increase frequency to quarterly: Treasurer
road accident	May-14	High (3)	Medium (2)	High (6)	Insurance Road safety training for drivers	<input type="checkbox"/> <input type="checkbox"/>		Medium	
main donor falls out	Oct-14	Medium (2)	High (3)	High (6)	Diversify funding base (more donors) Generate local income	<input type="checkbox"/> <input type="checkbox"/>		Medium	Develop financing strategy: Treasurer
fire	Mar-14	Low (1)	High (3)	Medium (3)	Fire exits, fire extinguisher, smoke detectors Offsite backups Insurance	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Out of date	Medium	Renew insurance: CEO Building works: CEO
electronic virus	Mar-14	High (3)	Medium (2)	High (6)	Firewall Backups	<input type="checkbox"/> <input type="checkbox"/>		Medium	
change issues	Sep-14	Medium (2)	Medium (2)	Medium (4)	Set donor contracts in local currency	<input type="checkbox"/>	Donor refused	Medium	
bribery - paying	Dec-14	High (3)	High (3)	High (9)	Put 'adequate procedures' in place	<input type="checkbox"/>	Bribery Bill Oct 10	High	Review recommendations by





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OUR POLICY ON RISK MANAGEMENT

IDENTIFY THE RISKS:

Financial risks or threats to our resources can be internally from our organisation or emanate from external factors. Generally, internal risks (such as theft or fraud) are easier to identify and are successfully managed against our robust internal control procedures.

We also use a financial 'SWOT' analysis to identify financial strengths and weaknesses (internal factors) and opportunities and threats (the external factors).

Each of the external threats identified could result in a potential risk. For example, a typical threat is an unstable foreign exchange rate. The related financial risk would be an exchange loss on a donor grant due to an adverse exchange rate. This could result in insufficient funding to execute a project.

ASSESS THE RISKS:

Each risk is classified according to the level of risk (would the impact be critical, major, or manageable?). It is also classified according to the likelihood of occurrence (is it likely, possible or remote?).

Critical risks can be defined as those factors which could have a critical or major impact and quite possible or likely to occur.

For example, supposing our budget is in a local currency which is unstable against the US Dollar and a major donor pays their grant in Dollars. The risk of losing funds due to an exchange rate loss could be both detrimental and likely.

TAKE ACTION ON THE MOST SERIOUS RISKS:

Action plans need to be developed to reduce the likelihood of serious risks or to lessen the impact should it occur.

For example, to protect the value of external donor funds received, we could prepare our budgets and keep our funds in a stable foreign currency. Also, we could consider ways to diversify our income so that we are not reliant on just one or two major external donors.

CONTINUE TO MONITOR THE RISK MANAGEMENT PROGRESS:

The financial risks our organisation faces may change over time. The decisions taken to reduce the risks may or may not be properly implemented. The actions taken may or may not be effective in reducing the risk. It is important to keep reviewing the situation. A practical way to do this is to maintain a risk register, which is regularly reviewed at Board meetings.



OUR POLICY TOWARDS FINANCIAL SUSTAINABILITY

For G4D, financial sustainability means:

- A diversified funding base
- Availability of unrestricted funds
- Availability of financial reserves
- Strong stakeholder relationships
- Sustainable revenue streams from business partners and investments

A DIVERSIFIED FUNDING BASE

It is important to us, and more importantly the communities which we serve, that we have a financing strategy which produces several different sources of income.

Diversification means securing funds from as wide a base as possible – the local business community, national and local government and the general public – and not just from external and institutional donors.

AVAILABILITY OF UNRESTRICTED FUNDS

Funds that are received from donors for a specific purpose are known as restricted funds: we are legally obliged to use them for the purpose for which the donor intended.

In contrast, unrestricted funds can be used for anything that helps us to achieve our mission. The more unrestricted funds we have, the more freedom of choice we have.

We have to look beyond institutional donors for sources of unrestricted funds, (for example membership fees, advertising income, fee income, general appeals and bank interest).

AVAILABILITY OF FINANCIAL RESERVES

Reserves are financial resources that are accrued (from surpluses of unrestricted income) and set aside to meet expenses from unforeseen events in the future. These funds are kept in a special 'reserves' bank account and recorded separately on the annual financial statements.

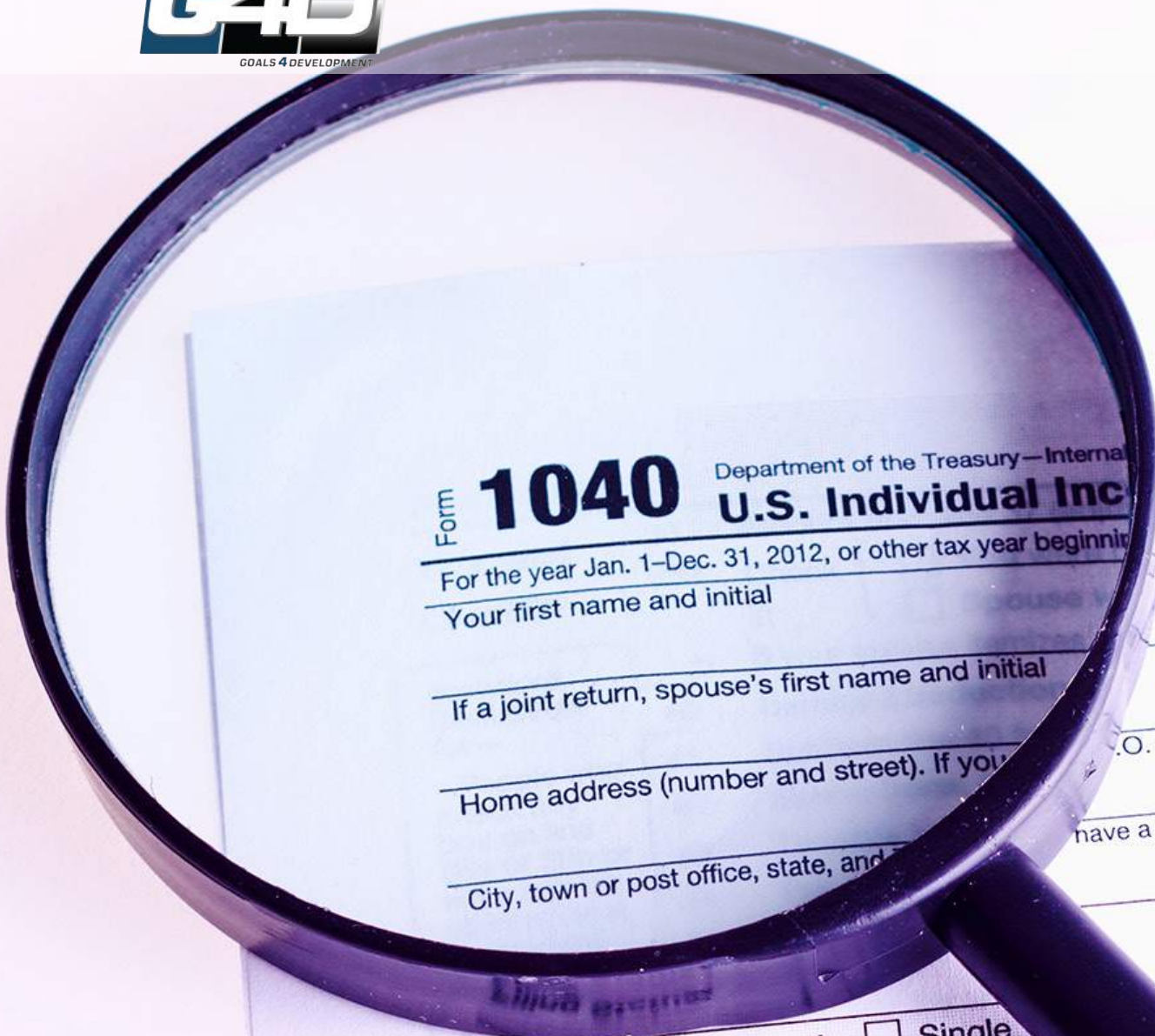
Accrued resources reduces our long-term dependence on donors, alleviates cash flow shortages and helps to withstand financial shocks and unplanned expenditure.

STRONG STAKEHOLDER RELATIONSHIPS

The more effectively we can develop and maintain positive relationships with donors, the stronger the position we will be in. True 'partnerships' occurs when back-up and financial support are provided in the good times and the bad. The key to financial sustainability is developing relationships not only with today's needs in mind but with a future vision. This means strengthening the confidence of donor partners over time.

We will not accept funds for projects that we cannot deliver, simply on the basis that the funding is available. We do not wish to damage our relationship with the donor and reduce the likelihood of receiving recurring funding that we may need in future.





Filing Status

Check only one box.

- 1 Single
- 2 Married filing jointly
- 3 Married filing separately

Exemptions

- 6a Yourself. If so, enter your name and full name
- b Spouse
- c **Dependents:**

(1) First name _____ Last name _____

If more than four dependents, see instructions and check here



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7 Tax-exempt interest. Do not include tax-exempt interest from U.S. savings bonds, U.S. government securities, and tax-exempt municipal bonds. Attach Form 1099-INT.

8a Taxable interest. Attach Form 1099-INT.

b Tax-exempt interest. Do not include tax-exempt interest from U.S. savings bonds, U.S. government securities, and tax-exempt municipal bonds. Attach Form 1099-INT.

OUR APPROACH TO FINANCIAL GOVERNANCE

OUR APPROACH TO FINANCIAL GOVERNANCE

Our board has ultimate legal, moral, and financial responsibility towards the organisation. Board members therefore represent and protect the interests of our donors and the beneficiary communities where we operate, which is why they are referred to as 'Trustees'.

Financial governance refers to policies and decisions that affect the financial cycle and welfare of our organisation. There are five key roles our board members must fulfil:

MAKING SURE FUNDS ARE USED TO HELP BENEFICIARIES EFFECTIVELY

- Making sure our organisation has practical strategies for analysing and responding to social problems
- Verifying that our organisation is actually successful in its execution, implementing its strategy and achieving return on investment (ROI) for donors.
- Ensuring that our organisation has appropriate internal procedures (such as internal controls and accounting systems) to empower frontline staff to perform against approved standards
- Regularly monitoring that internal procedures are adhered to (e.g. conducting internal audits)
- Active participation in internal controls where necessary (e.g. authorising large payments)
- Regularly monitoring financial reports, including the income and expenditure statement and the balance sheet
- Monitoring whether the organisation is being accountable to its beneficiaries (e.g. timely presentation of financial reports to beneficiaries).

SECURE SUFFICIENT FUNDING

- Approving a realistic annual budget and fundraising plans
- Monitoring and managing the amount of income generated
- Ensure sustainability for our organisation, including the approval of a financing strategy
- Monitoring relationships with donors (e.g. that reports are submitted on time)
- Monitoring fund balances, including general reserves (if any fund balances are negative, this could have serious implications on our credibility.)

SECURING A SUSTAINABLE SENIOR MANAGEMENT SUPPORT STRUCTURE

- Supporting the Chief Executive to develop a culture of credible financial management (e.g. leading by example and encouraging finance and programme staff to work together)
- Encouraging an open culture that recognises challenges and aims to learn from them
- Holding senior managers accountable for the outcome of the decisions that they made and the initiatives they launched.

ENSURING THAT THE ORGANISATION OPERATES WITHIN THE LAW

- Knowledge and insight into the organisation's legal requirements, including Labour laws, Tax laws and Health & Safety legislation.
- Ensuring that the management team meets legal requirements (e.g. paying taxes, filing annual reports)
- Appointing external auditors, overseeing the audit and approving the audited accounts and annual reports
- Filing reports with government departments (if and where applicable)

ENSURING THAT THE BOARD EXECUTES ITS RESPONSIBILITIES EFFECTIVELY

- Ensuring that all board members understand their financial management responsibilities and supporting the development of appropriate skills.
- Ensuring there is no conflict of interest between the organisation's operations and board members work and to declare business interests.





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OUR PROCUREMENT PROCESS

OUR PROCUREMENT PROCESS

Aligned with the UNEP 10 YFP (Global Action of Sustainable Consumption and Production), procurement policy needs to be in place to avoid confusion and to make sure G4D receive value for money when procuring goods or services and enhance sustainability in building supply chains. Such a policy also endeavours to eliminate fraudulent activities.

In order to comply with donor rules and regulations, clearly defined internal practices will assist us to compare and adjust to donor regulations if required. Where a donor's rules are more effective than our own internal controls we will make sure we comply with the donor rules for that particular grant agreement.

The typical stages in our procurement process are listed below:

CHECK THE BUDGET AND THE SPECIFICATION OF GOODS OR SERVICES TO BE PROCURED

The exact quantity, standard and guide price of the goods or services required, as described in the project budget, must be checked to ensure funds are available and the correct items are procured.

PREPARE A PURCHASE REQUISITION

A standard internal requisition is prepared to formally request the procurement of the specified goods/services.

AUTHORISE PURCHASE REQUISITION

Purchase requisitions will usually be checked and authorised by the budget holder or another nominated person to verify that there is a valid reason requirement for the purchase. The available budget is re-checked at this stage.

OBTAIN QUOTATIONS

Quotations from reputable independent suppliers are obtained, as specified by the internal rules and/or donor rules.

SELECT THE SUPPLIER

Quotations are reviewed and a supplier is selected based on price, quality, delivery and 'after sales' terms to ensure value for money. For larger purchases, it is required to have a 'Purchasing Panel' or 'Procurement Committee' to evaluate and select the supplier.

ISSUING OF PURCHASE ORDER (PO)

After the supplier is selected, a Purchase Order, authorised by the budget holder, or other authorised signatory, is sent to the selected supplier with a copy kept on file. The quotation will be attached to the PO. This documentation serves as a legally binding agreement between the supplier and G4D or our agents.

It is required that a Service Level Agreement (SLA) be signed between the budget holder and the selected supplier on large quantity or value purchases.

RECEIPT OF GOODS FROM SUPPLIER

When supplies are delivered/received, they must be checked against the purchase order (PO) to ensure they are the correct items ordered. A Goods Received Note (GRN) is usually signed and a copy filed.



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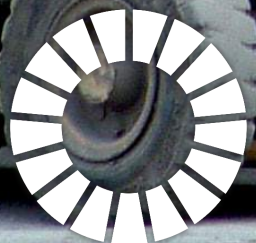


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OUR PROCUREMENT PROCESS

RECEIVE AND CHECK SUPPLIER INVOICE

Once received, the invoice should be checked and matched to the GRN, PO and quotation to ensure the goods have been received in good order and the prices charged as per order.

PREPARE AND AUTHORISE THE PAYMENT

The Payment Authority form is attached to the invoice and all the supporting documents. It includes budget and accounting codes and must be checked and authorised by the budget holder or another authorised person.

SUPPLIER EVALUATION

Suppliers need to be evaluated after each service rendered and to check if they have complied or adhered to the SLA. Non-compliant service providers will not be utilised again.

PAY THE SUPPLIER INVOICE

Payment should be made to the supplier within the specified payment period, usually within 30 days. However, in some countries suppliers require payment on delivery or even before delivery.

ENTER PAYMENT INTO THE ACCOUNTS

The final stage is to record the payment in the organisation's accounting records and add it to the asset register, where applicable.





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HOW WE CONTROL COSTS

We strive to obtain the best return on investment (ROI) and minimising costs, in order to assist more people and partners. With the current economic conditions and rising prices it makes this all the more relevant

WE SET REALISTIC BUDGETS

With careful planning and cost considerations, we are more likely to spend less than anticipated. When we involve staff in drafting their own budgets – they will more likely take ownership and manage budgets responsibly and effectively. We will involve beneficiaries in budget planning to stimulate ownership and empowerment.

WE CHECK THE BUDGET

It is required that staff check the available budget before anything is procured.

MONTHLY REVIEW EXPENDITURE AGAINST THE AVAILABLE BUDGET

Monitoring expenditure highlights challenges as they arise, giving us the opportunity to take remedial actions to control our costs. We make sure that managers and decision-makers have access to accurate and useful information – and then closely monitor expenditure.

WE PLAN EXPENDITURE IN ADVANCE

Last minute purchases inevitably cost more and limit choices. For example, planning ahead works more favourably for advance flight and accommodation bookings.

WE BUILD RELATIONSHIPS WITH SUPPLIERS

We pay our bills within the required time lines and negotiate discounts for bulk or regular purchases. Such as bulk printing of stationery or publications. Suppliers value regular customers who pay on time.

JOIN HANDS WITH OTHERS TO ESTABLISH PURCHASING GROUPS

This will allow us to negotiate bulk discounts on products we would not usually purchase in large quantities for ourselves.

WE AVOID 'BUDGET GAMES'

For example, we will not engage in unnecessary spending towards the end of the financial year to dispose of unused budget lines. It is required that managers and trustees always review budgets carefully.

WE GET QUOTES

For items in excess of a predetermined amount, 3 quotations from different suppliers are required. It may be useful to set up a Procurement Committee to ensure best value for money against the Request for Quotation (RFQ). Representatives from our partner organisations or beneficiaries will serve on the Procurement Committee.

APPROVED SUPPLIER LIST

For recurring purchases, like stationery supplies, a tender will be issued for the procurement of the required products. The successful supplier can invoice on a monthly basis which will help to avoid high processing costs.

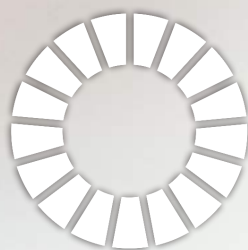
AVOIDING WASTEFUL EXPENDITURE

We clarify and implement our organisation's policy on staff members' (private) use of vehicles, telephones, photocopiers, etc. For example, systems can be put in place to minimise expenses through the re-using of single-side printed paper for draft copies and photocopy large reports as double-sided to save costs on paper. Stationery and store cupboards should be locked with one person responsible for stock control.





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OUR INTERNAL CONTROL POLICY

Internal controls help us to manage everyday risks of mistakes, confusion or fraudulent actions. They also protect staff from any temptation to misuse funds and the suspicion of wrong-doing.

Internal controls are designed to ensure:

- Safeguarding of assets
- Prevention and timeous detection of fraud or error
- Accurate, complete and up-to-date accounting records
- Compliance with relevant laws and restrictions
- Protection of employees - from themselves and one another

There are two important aspects of our internal control system: the control environment, and the control procedures that take place within that environment (illustrated below).



CONTROL ENVIRONMENT

The control environment includes our management style, organisational values, principles and culture.

- Do management lead by example?
- Is recruitment done fairly, or is there nepotism?
- Is priority given to induction, training and internal audit?
- Are procedures recorded by means of a Standard Operating Procedures (SOP's)?

NEED SOLUTION DELIVERY



GOALS 4 DEVELOPMENT



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THE GLOBAL GOALS
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OUR INTERNAL CONTROL POLICY

OUR CONTROL PROCEDURES

Nearly all internal control procedures fall into one of seven categories:

- Physical Verification – cash counts, asset verification and stock counts
- Limited Access – locks, passwords and bank signatories
- Standard Documents – standard formats for receipts, payment vouchers, requisitions, local purchase orders, travel allowance sign sheet, etc.
- Segregation Of Duties – making sure that no single person can perform a transaction from beginning to end, no self-review or self-authorisation. We see this in action captured in our procurement process.
- Checks And Balances – balancing the manual cashbook, double entry controls over accounting records, reviewing the bank reconciliation
- Approval And Authorisation – budget holders approval of payments, Board authorisation for asset disposal etc
- Reconciliation – comparing bank statement and cashbook, checking a statement from a supplier with our own records

WE FOCUS ON THE BUILDING BLOCKS

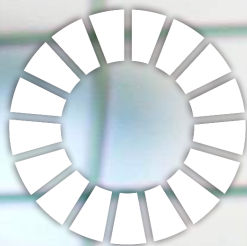
Internal controls are one building block, but the following also act as controls.

- Budgeting - Checking the budget before making payments is an important control measurement for spending
- Accounting - Transparent book keeping is an important control measurement against fraud
- Reporting - Reviewing financial reports is an important control measurement to detect errors and inconsistencies





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THE GLOBAL GOALS
For Sustainable Development

OUR POLICY ON FIGHTING BRIBERY

WHERE DO WE START?

We start the fight against bribery in our organisation by asking these questions to stimulate discussion:

- Are the employees aware of the anti-bribery policy?
- Have bribes been demanded or paid on any project?
- How much and regularity?
- Has bribery been successfully avoided?
- What do our employees/partners do when they suspect corruption?
- Are projects designed to prevent bribery?

OUR PREVENTATIVE STRATEGIES:

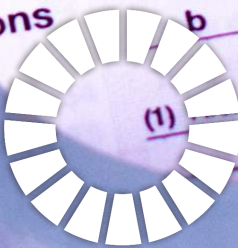
HOW TO REDUCE THE RISK OF PAYING A BRIBE

- 1 We conduct a risk assessment: where our organisation exposed to a high risk of bribery – and how effective is our anti-corruption policy and management systems?
- 2 We introduce a zero-tolerance policy: put in place a headline policy that recognises the damage that corruption causes to our goals and mission; the importance of strong internal anti-bribery systems; and make it clear that the organisation will not tolerate bribery in any form. Establishing a culture and reputation for not paying bribes is an important contribution to our preventative strategy.
- 3 We put in place strong anti-bribery systems: key areas to consider include procurement systems, audit and 'whistle-blowing'. Transparency International (TI) produces a checklist to assess anti-corruption procedures - although aimed at companies; it is also relevant to NGO / PBOs.
- 4 'Design out' bribery from future projects or operations: embedded anti-corruption measures in project design. For instance, we set achievable time scales, train staff and take care in selection of reputable partners and suppliers.
- 5 Gather local knowledge and information: it is important to know whether bribes are being paid by our employees, agents or partners – and if so where, how much, and how frequently. We establish which government departments or officials are less corrupt, which ports are corruption-free.
- 6 We provide training and support: implementing effective anti-bribery systems may be a challenging process, and employees and partners may feel vulnerable and ill-equipped, especially in a transition phase from the standard way of doing things to another standard. Proper training and support is a vital part of this process.





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THE GLOBAL GOALS
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OUR POLICY ON FRAUD

WARNING SIGNS OF FRAUD

The following guidelines may be an early indication of fraud or abuse. We use these for early warning with discretion!

FROM THE ACCOUNTING RECORDS

- Numerous corrections to the manual cashbook – this may include extensive use of white-out or blocked out figures.
- Pristine records – i.e. a manual cashbook that look as if they have all been written on the same day in the same hand writing which could be an indication of rewritten/duplication of books.
- Delayed banking of cash received –revealed by bank reconciliation.
- Records not kept up to date – i.e. deliberately delayed so managers cannot detect fraudulent accounting practices.
- Missing supporting documents – e.g. certain bank statements destroyed to cover someone's tracks, or a project officer who regularly claims to have 'lost' receipts.
- Debtors rising unexpectedly – e.g. if debtors have made payments but the cash is being pocketed. If there are poor controls in issuing receipt books, someone could take an unused book and issue valid receipts without them being entered into the accounting records.
- Hand written supporting documents with errors and corrections may be an indication of changes made after the goods or services were procured.
- Cash counts not reconciling to the accounts but reconciling at the next cash count – possible borrowing of funds by the safe key holder.

FROM THE REPORTS

- Budget monitoring reports showing inconsistent behaviour between line items - e.g. project-related expenditure is under-spent due to delays – except for fuel which is over-spent. This could indicate abuse of the vehicle.
- Vehicle log books not maintained in an appropriate level of detail. This could indicate abuse of the vehicle.
- Budget monitoring reports delayed – to cover up something?

FROM NON-FINANCIAL AREAS

- Working very long hours – first in last out of the office? Could mean that they have to do extra work to cover their tracks?
- Never taking holidays – cannot afford someone else seeing what they are doing!
- Change of lifestyle – spending patterns do not match their income (e.g. personal building projects, social habits, expensive car.)
- Creating 'smoke screens' – where someone is making a false accusation about another team member to give them time to cover their tracks or make a getaway!

SOME GUIDELINES WE IMPLEMENT ON FRAUD PREVENTION

- Ensure we have robust internal control systems in place.
- Visit projects, to see if the activities carried out roughly match the expenditure.
- Share financial reports with beneficiaries, and ask if they think they received return on their investment.
- Hold regular meetings with other staff at all levels (e.g. project and administrative staff, board members, etc.) to discuss financial reports, making budgets and reports openly available.
- Help non-finance staff and managers to improve their financial skills.





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THE GLOBAL GOALS
For Sustainable Development

OUR COMMUNICATIONS STRATEGY

INTRODUCTION

The Communication Strategy for G4D outlines how we communicate with all our stakeholders, both internal and external. The general characteristics of each target market have been taken into consideration and are briefly explained below. These determine how and what we communicate and the modes of communication we use.

OUR TARGET AUDIENCE

INTERNAL

- G4D Board members (Trustees), Continental, National, Regional offices and general staff

EXTERNAL

- Program partners
- Funding partners
- Local communities
- Project beneficiaries
- Government
- General public
- Media Partners

INTERNAL COMMUNICATIONS

All G4D offices' staff and board members (trustees)

WHAT WE WILL BE COMMUNICATING:

- Vision, Mission and Values
- Purpose
- Goals and objectives
- Project information (strategy, business plan and budget)
- Relevant policies (internal and external)
- Reporting

HOW WE COMMUNICATE WITH THEM :

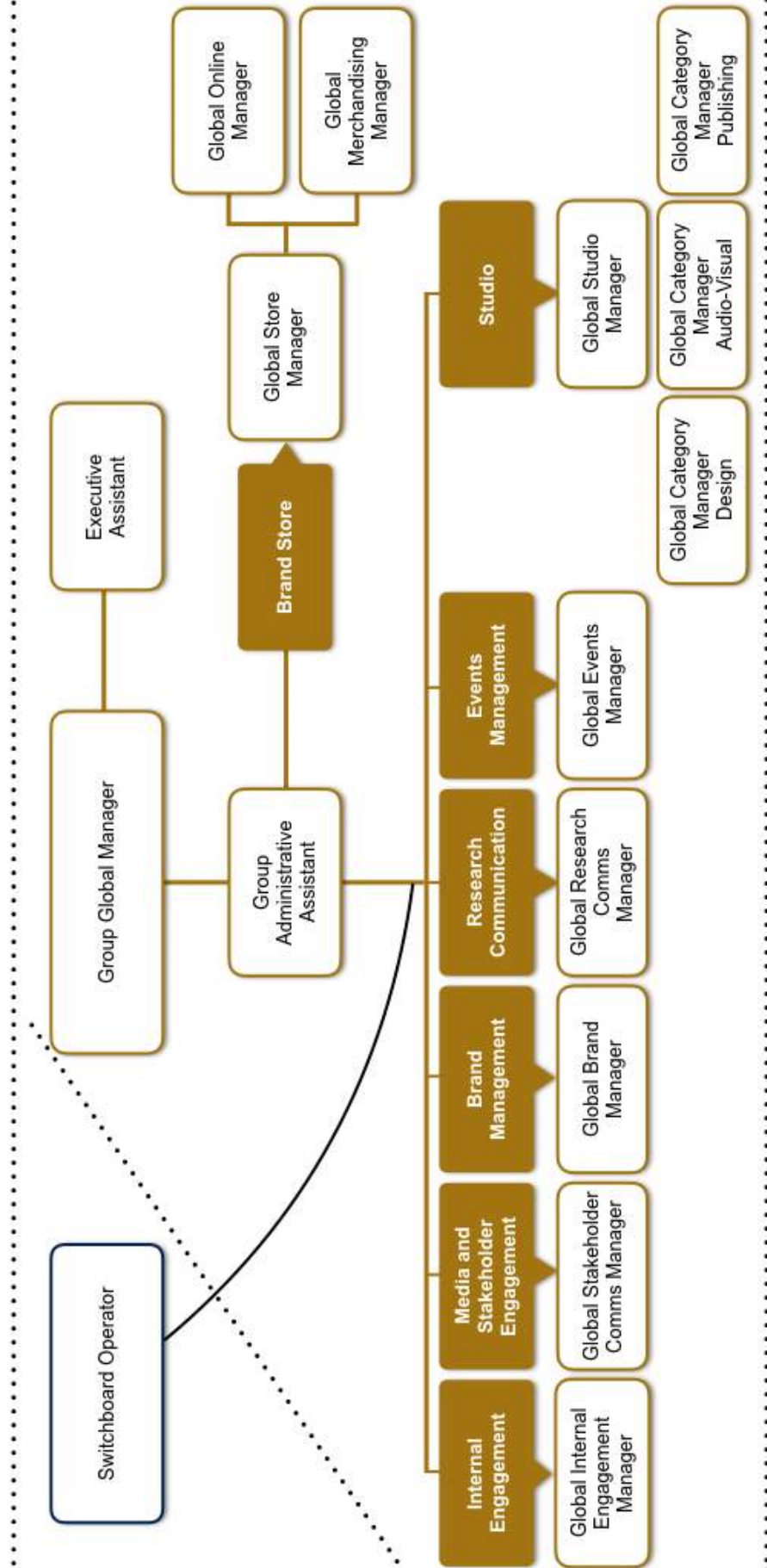
- Induction of new staff members
- Complete documentation as per Human Resources (HR) requirements and company code of conduct
- Introduction to cloud storage / web interface used as central repository for all useful documentation, e.g. corporate profile, corporate identity, policies, leave forms, media clippings, etc.
- DISC (Dominance, Influence, Steadiness, Conscientiousness) profiling to improve productivity, teamwork and communication

GENERAL COMMUNICATION:

- Electronic and online
 - Website, Intra web, relevant APPS
 - E-mail, Social Media
 - External newsletter (communicating G4D success stories, progress on projects, events, etc.)
- Other
 - Project specific marketing collateral, e.g. posters, leaflets, billboards, promotional items, etc.
 - Strategic marketing events and special projects
 - Media interviews
 - Press Releases



Reporting to G4D Fund



Reporting between National PBOs



OUR COMMUNICATIONS STRATEGY

PROGRAM PARTNERS

Our Program Partners are our Primary Target Audience. They play a key role in the service that G4D offers. The relationship between G4D and our Program Partners is one of trust, integrity, and honour. Each Partner's Organisational Identity needs to be upheld and valued at all times. Communication with any of our Program Partners, going forward, should be conducted in a respectful and professional manner with the emphasis on their values and corporate identity.

WHAT WE WILL BE COMMUNICATING:

Potential suitable projects, ongoing projects' progress, testimonials and success stories as well as invitations and information for:

- Annual and Quarterly Summits
- Quarterly Program meetings
- Regular project meetings

CHANNELS OF COMMUNICATION:

- Personal one-on-one communication via phone, email, face-to-face meetings (leverage personal business relationships)
- Video conferencing or Skype
- Hyperlinks to the Program Partner's website
- Regular external newsletters
- Annual Summit
- Quarterly Program meetings
- Regular project meetings
- Business and project plan(s)
- Project related communication strategy(ies)
- APN uploads, Offline and Online video reports

FUNDING PARTNERS

Our funding partners will be interested in their investment, return on investment (ROI) and significance. G4D's relationship with our Funding Partners will be one of professional service, expertise, integrity, efficient reporting populating a funder's dashboard and good governance. Facts shared need to be double checked to ensure accurate and correct information is shared with our Funding Partners. Our language use needs to be professional and accurate.

WHAT WE WILL BE COMMUNICATING:

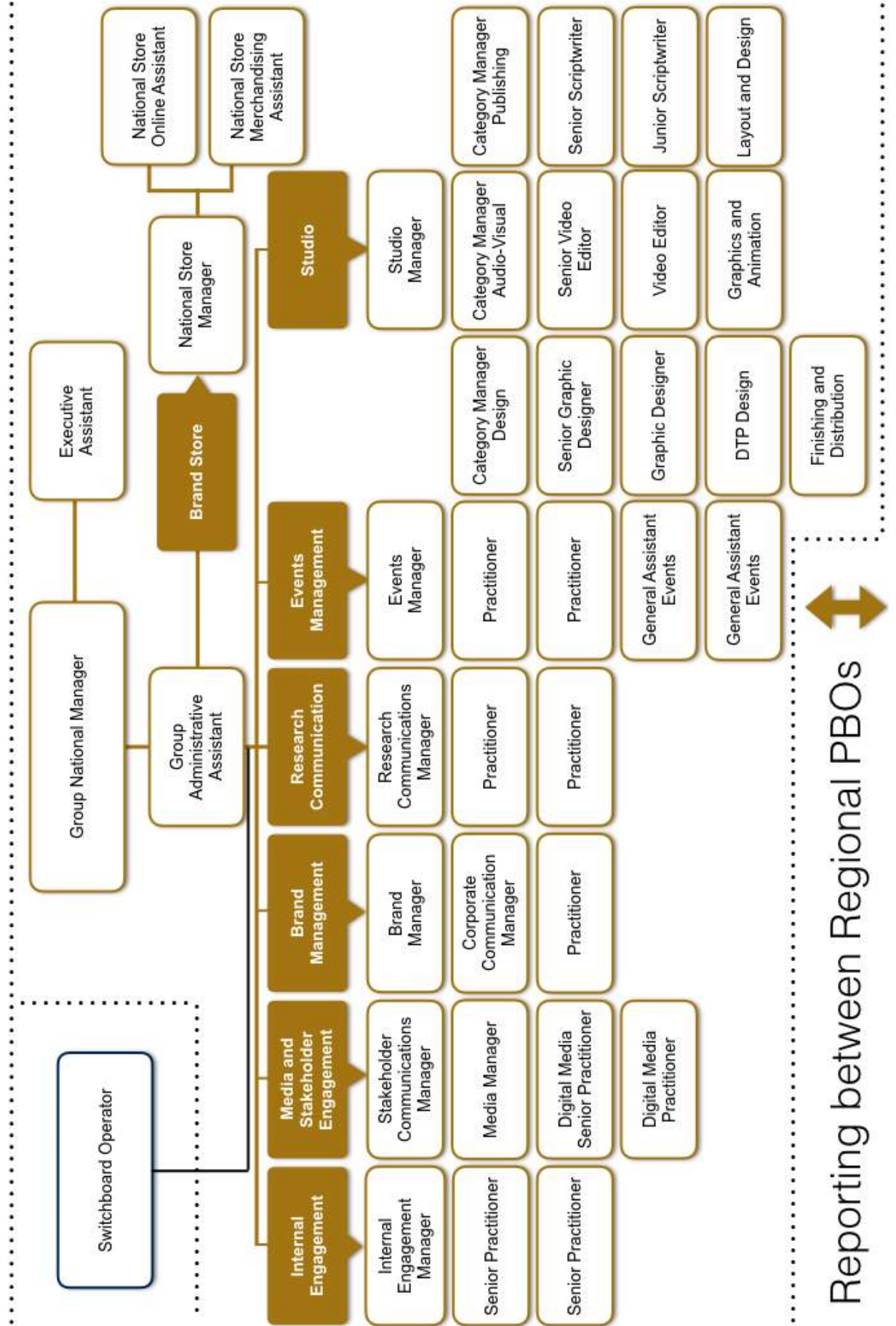
- A personalised presentation of G4D and projects with an opportunity for G4D to give them the best value and return on their investment.
- Financial tracking to show budget allocation of funds
- Project progress with comprehensive progress reporting

CHANNELS OF COMMUNICATION:

- Presentation template that can be personalised for each potential new funding partner
- E-mail, Skype (or similar) and Online / Offline video training
- Login to funding partner area of website, tracking app and project dashboard
- Quarterly external newsletters
- Annual Funders' Appreciation Event
- Project champion to liaise/communicate with funding partner



Reporting to PMU Office



Reporting between Regional PBOs

OUR COMMUNICATIONS STRATEGY

LOCAL COMMUNITIES

Communication with local communities will be initiated by G4D National coordination offices. The heartbeat of G4D is our Success Stories which can be shared with the local and the global community. Language used will be user-friendly, factual, positive and celebratory. All team players will be acknowledged at all times.

WHAT WE WILL BE COMMUNICATING:

- Project progress with detailed outcomes
- Project conclusion
- Success stories

CHANNELS OF COMMUNICATION:

- Local Newspapers
- Social Media platforms (Facebook, Twitter and Blogs)
- Digital Media (websites)
- Community Apps

GOVERNMENT

G4D's relationship with Governments will be high-level and specialised. The G4D Leadership will exclusively handle all communication with Government entities. Any information communicated needs to be 100% accurate, checked and verified.

WHAT WE WILL BE COMMUNICATING:

This will be determined by G4D leadership in relation to Governments requests and requirement.

CHANNELS OF COMMUNICATION:

In the format the Government requires (Project proposals, submissions, quotations, tender documents, letters of intent, endorsements, references, etc)

GENERAL PUBLIC

The General public is not a direct target audience but will inevitably be receivers of various communications. Therefore all communication need to have accurate facts using a positive edifying tone and language.

WHAT WE WILL BE COMMUNICATING:

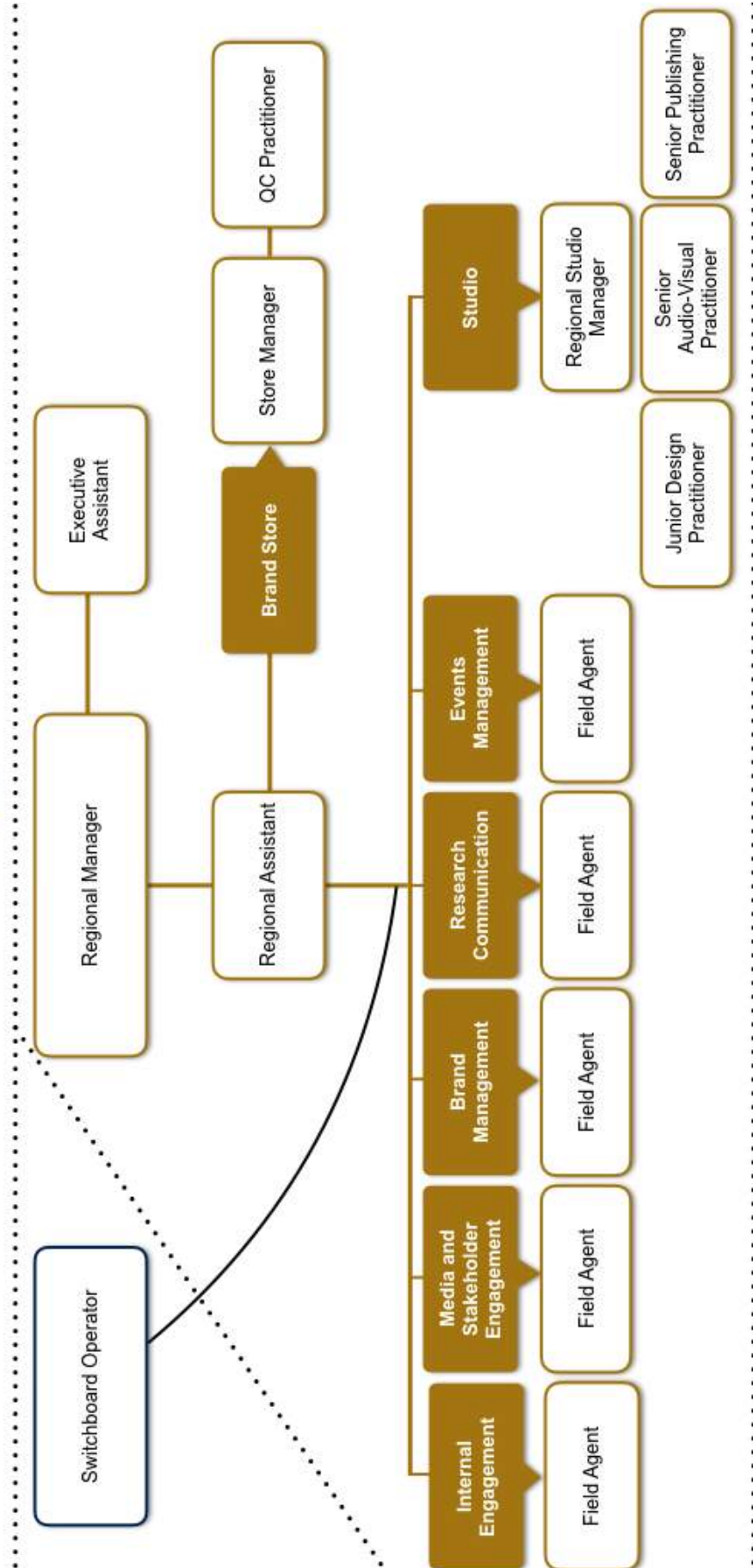
- Current projects
- Success Stories
- About G4D

CHANNELS OF COMMUNICATION:

- Website
- Social Media (Facebook, Twitter and Blogs)
- YouTube (G4D channel, include 60-second power clip)
- Instagram (post project photos)
- Google+
- LinkedIn
- Quarterly external newsletter
- Public relations
- Articles
- Interviews



Reporting to National PBO



Reporting to Regional Teams



OUR COMMUNICATIONS STRATEGY

COMMUNICATION AND GOVERNANCE

- Transparency
- Communication flow downwards, upwards and horizontal
- Dealing with disagreements, conflict and misunderstanding in a professional and ethical manner.
- Trust

** All communication from or on behalf of G4D must bear the G4D Logo and comply to the G4D Corporate Identity (CI) manual guidelines and specifications.





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THE GLOBAL GOALS
For Sustainable Development

OUR MEDIA RELATIONS

INTRODUCTION

Media Relations is one of our key strategies in creating awareness and telling our success story.

TARGET MARKETS

The term “Media” refers to the official Media channels, inclusive of:

- Print Media (Magazines, Books, Newspapers, Signage, Billboards)
- Broadcast Media (Radio, Television, Film, Documentaries)
- Digital Media (Online Magazines, Newsfeeds, Skype, Facebook, Twitter, Blogs, Apps, Video)

SOURCE OF COMMUNICATION CONTENT

Our primary communication sources with the Media will be generated through our official G4D press releases, published by the G4D Communications Manager. These carefully planned and structured news documents will tell the G4D success stories together with the focus on:

- Special Projects, Programmes and Events
- Community beneficiation and Involvement
- Expert Insight
- Industry trends
- Noteworthy quotes or success stories from our Organisational Leaders

G4D Official media spokesperson to liaise and communicate with media at all times.

BEST PRACTICE

The following guidelines will be met:

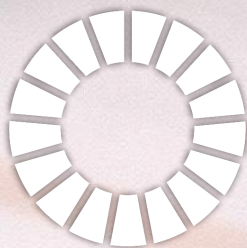
- “For Immediate Release” - Should always precede any official G4D press release sent out
- List Contact Information - Name, title, telephone number, e-mail address. Availability to answer questions or facilitate follow-up
- Headline – Ensure any headline used is exciting and positive using the fewest words as possible
- Subtitle – expand on the headline and summarise the article in 1 sentence. Keep it positive!
- Dateline – include city, country and final date of release e.g.: Bagamoyo – Tanzania, 22 January 2016
- Lead Paragraph – Share the most important information here: Who, What, When, Where, Why, How?
- Body – Back up claims made in leader paragraph with facts, comments, quotes, reports etc.
- Boilerplate – Our Foundation information, a brief summary of who we are and details of our website.
- SIGN OFF – always end with # # # to indicate it’s the end of the press release

The purpose of the press release is to create awareness and get the attention of various target audiences. Press releases will be e-mailed to prospective outlets or uploaded to the news wire (e.g. SAPA, APO).





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THE GLOBAL GOALS
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OUR MEDIA RELATIONS

MEDIA CONTACT

Respect deadlines! To ensure we have a good relationship with Media, always adhere to their deadlines. Always request and sign-off proofs. Most media houses will have a format of what will be published or broadcasted, whether it's an article or an interview; ensure we have a sign-off copy in our records. Double check all the facts, spelling, grammar and essence of our story. Make sure the message communicated is positive and edifying and the message we are communicating is not lost. Follow correct in-house communication channels to officially sign-off on the proof before resubmitting to the Media house.

Finally ensure all communication bears the G4D logo in line with the CI guidelines.

UKA COMMUNICATOR

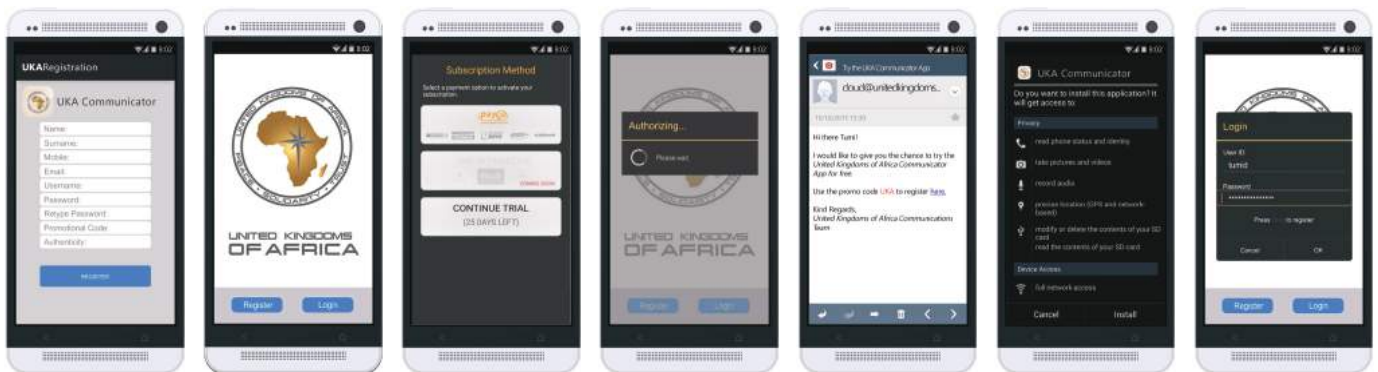


Image: UKA Communicator is an app that allows authenticated two-way communication in kingdom communities.

MEDIA 4 DEVELOPMENT

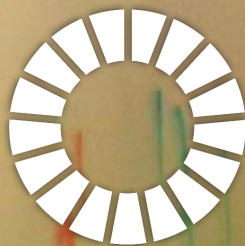
In overview, Media 4 Development (M4D) is the official media and communications business unit that handles all media and communications requirements, including all project reporting processes. The media structure has been set-up in such a way that there are various levels of content authentication, verification and management, so as to ensure the most streamlined, efficient and effective processes are in place for delivery of timeous, in-depth project reports in the form of audio, video, image and written content.

All projects will be assigned a regional field agent that is mandated with carrying out a specific task as per the M4D department represented. Mentioned field agent will work closely with the communities in which projects are operated, and such field agent will gather information in the form of audio, video, images and written content. Field agents need to compile project update reports and send it to the relevant National PBO office for processing.

At the National PBO office, all information gathered will undergo meticulous processing, and after further information is obtained, or approval status is achieved, the information will be compiled into quarterly reports, or project specific reports and distributed to the PMU for final approval. Upon final approval, reports will be made available to fund managers.

M4D structure on pages 76, 78, 80





OUR PROJECT DESIGN PROCESS

COMPONENTS:

- Project application (research and case for support study, name of project, project description)
- Project management (task determination, time line, task allocation, accountability, reporting, tracking of progress and impact, monitoring and evaluation)
- Project agreement

STEPS:

- Identify the terms of reference for the allocated funds
- Approve and secure project packaging funds
- Compile a case for support detailing background and current situation. Projects selected for implementation will be at the discretion of G4D and donor partners.
- Identify achievable goals based on the current situation and available resources.
- List project risks including operational, geographical, resources, political, religious, etc.
- Compile a SWOT analysis.
- Identify strategic Program partner/s for the project. Partners selected for each project will be at the discretion of G4D.
- Establish project team and appoint a project champion, with a project leader/manager.
- Compile project plan with timeline, milestones and approved budget.
- Implement project plan with regular reporting as per timeline to ensure accountability.
- Measure and assess success and overall impact of the project.
- Ensure sustainability of the project.
- Project exports.
- Conclude project once it can be sustained by the local community.

Every task need to be assigned to a specific team member to ensure accountability for each project deliverable. The table on the next page lists the key tasks in grant management with recommendations for whom should take the lead responsibility and provide additional support as and when required.

PROJECT DESIGN, MANAGEMENT AND REPORTING PROCESS (Project Partners)

- Each party will appoint a representative. The representatives will meet regularly and will be the primary contact for each party and will form part of the management committee of the project. Each party will send all communications, documentation and materials relating to this project to the appropriate representative. Each party will notify the other in writing promptly in the event of any change in its representative.
- Within 30 days of the commencement of the project the representative of the project partner will meet with the representative of G4D and will form a steering committee together with any other parties to the project to facilitate the project. The chairman of the steering committee will be the representative of G4D. The steering committee will be responsible for:
 - generally overseeing the performance of each party's obligations under this agreement; and
 - Making, and providing continuity for making, strategic decisions with regards to the project.
 - Either party may change either or both of its members of the steering committee from time to time upon written notice to the other and G4D may change the Chairman from time to time upon written notice to the project partner. In addition, the parties may mutually agree in writing to increase or decrease the size, purpose or composition of the steering committee in an effort to enhance the effectiveness of the project.



KEY: F = Finance Staff, P = Programme Staff		
Task	Lead	Support
1. Review donor contract and assess conditions	P	F
2. Negotiate specific grant conditions	P	
3. Sign donor contract (agreement)	P	
4. Set up financial systems to manage contract obligations	F	P
5. Establish lines of communication with donor representative(s)	P	
6. Prepare reporting framework and timetable	P	F
7. Where there are sub-grantees, prepare guidance manual and support structure	F	P
8. Ensure new and existing staff are aware of the grant conditions	P	F
9. Ensure all purchases are made according to donor procurement requirements	P	F
10. Submit relevant claims for payments from donor	P	F
11. Manage the donor funded budget	P	
12. Monitor income and expenditure, including commitments	P	F
13. Write narrative donor reports	P	
14. Prepare project financial reports as per reporting schedule	F	P
15. Submit reports to donor as per reporting schedule	P	F
16. Review whether a contract amendment is needed (budget change, activity change or time extension)	P	F
17. Submit change requests to donor	P	F
18. Ensure project reports reconcile with the organisation's financial accounts	F	P
19. Close the grant ensuring all conditions have been met	P	F
20. Carry out a review to identify learning points	P	
21. Prepare for project audit	F	P

OUR PROJECT DESIGN PROCESS

- Within 30 days of the establishment of the steering committee, the committee will meet and determine:
 - An appropriate framework for periodic meetings to be held by the steering committee or other representatives of the parties involved with the performance of the project and the procedures to be followed for such meetings, including the preparation of agenda and minutes; and
 - An appropriate framework for periodic reports to be issued by the project partner to G4D.
- At a minimum, the steering committee will meet:
 - Every 60 days annually to conduct a quality review of the project;
 - Quarterly to review, analyse and discuss the periodic reports to be provided by project partner and the strategic objectives of the parties; and
- G4D shall keep minutes of all the steering committee meetings. The minutes will be issued by G4D and initialled once agreed by each party's relevant representatives and will be circulated by G4D:
 - within 10 business days of an annual steering committee meeting being held;
 - within 5 business days of a monthly steering committee meeting being held; and
 - Within 2 business days of a weekly steering committee meeting being held.
- For the avoidance of doubt, the signing and initialling of such minutes will not amend the agreement. Should the parties resolve to amend the agreement in any minutes, the parties in a separate document will affect such amendment in writing.
- Each Party will use all reasonable endeavours to meet the actions agreed at the steering committee meetings and co operate with the other to provide personnel, actions and decisions in order to meet their obligations in respect of such actions.
- The steering committee meetings will be held at the premises of G4D or at another location agreed upon between the parties. Each party will bear the costs of its own participation in such meetings.

The project partner shall provide monthly progress reports covering the services, including an assessment of its performance of the services against the service levels and a description of the status of any development or other special projects, and monthly changes report.





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THE GLOBAL GOALS
For Sustainable Development

OUR LEGAL DOCUMENTS

MEMORANDUM OF UNDERSTANDING

Entered into between

TRADE 4 DEVELOPMENT
UNDER THEIR GOALS 4 DEVELOPMENT PROGRAM
Herein After (G4D)

and

[INSERT PARTNER'S NAME]





1. PARTIES

The parties to this agreement are:

- 1.1 Trade 4 Development and their program, Goals 4 Development (hereinafter referred to as G4D); and
- 1.2 _____ (hereinafter referred to as Development Partner)
- 1.3 Any reference to party or parties shall refer to the parties mentioned in paragraph 1.1 as the context may determine.

2. RECORDAL

- 2.1. G4D sees itself as a trusted centre where development funded agencies, businesses and individuals can pool their resources and skills to further social and economic development on the African continent.
- 2.2. The Development Partner is operating as a [Add description of Development Partner]
- 2.3. G4D is a formally structured Program with Good Governance Principles that guides and governs its business based on sound philosophy, return on investment (ROI) and value on investment (VOI).
- 2.4. G4D conducts its affairs under the supervision of a Board of Directors. Their common purpose and drive is focused on facilitation of social and economic activities to the communities in a holistic way.
- 2.5. G4D recognises the skills and resources that the Development Partner has at its disposal and both parties have indicated that they would like to work together to achieve the same goals

3 AGREEMENT

The parties now agrees as follows:

- 3.1 This agreement of mutual understanding is based on the common values and purpose of the parties.
- 3.2 The projects will be delivered with excellence of service delivery, business acumen and customer engagement.
- 3.3 The parties are committed to a sustainable approach that is based on good stewardship.
- 3.4 The parties commit to being accountable and trusted in all their endeavours, with sound reporting that is timely, relevant, accurate and reliable.
- 3.5 The parties agree to conduct their activities in a professional and ethical manner.
- 3.6 By this agreement it is understood that:
 - 3.6.1 The parties will maintain good integrity with one another in all their dealings in all their projects.
 - 3.6.2 Transparency will prevail at all times as the parties measure performance as per agreed service level criteria detailed in the project agreement
 - 3.6.3 The parties will fulfil their roles and responsibilities as defined in the project.
 - 3.6.4 The parties will respect one another's trademarks, logos and areas of focus.
 - 3.6.5 The parties will support each other's vision, roles, functions and being.
 - 3.6.6 The parties take full responsibility and ownership for their own organisation's business structure and sustainable health outside of the project they are working on together.

4 CONFIDENTIALITY

- 4.1 The G4D materials are confidential. No material will be copied for a third party without prior written permission from G4D. Notice of confidentiality, copyright and logos on the materials will not be removed without prior written permission.
- 4.2 Modifications or enhancements to materials are owned by G4D.
- 4.3 Material redeveloped based on material received by G4D will be made available free of charge. Upon termination of this agreement, the Development Partner will cease to use the materials and will certify compliance with this statement in writing

5 DISPUTE RESOLUTION

In the event of a dispute that cannot be resolved, the parties agree that mediation will be done by a third party agreed upon by both parties at the time of the dispute. The parties agree further that all possible dispute resolution avenues will be exhausted before legal action is considered.

6 DEVELOPMENT PARTNER TO FUNCTION IN THE NAME OF INDIVIDUAL ENTITY

The Development Partner shall maintain its own office and perform its obligations under this agreement in its own name. This agreement shall in no way be construed as a partnership. Each party will function as its own legal entity for all legal purposes.

7 COMPLIANCE WITH LAW

Both parties shall be responsible for compliance with local law respectively applicable to it.

8 ASSURANCES

The Development Partner shall hold G4D harmless from any claim from a taxing, licensing or other governmental authority, or from an employee, agent, subcontractor or vendor of the associating entity, arising from, or asserted to be arising from, any such tax liability.

9 EXPIRATION

Unless terminated, this Agreement shall renew itself without notice, at the close of business three hundred and sixty-five (365) days from the effective date of this agreement or shall expire without notice:

- 9.1 Upon the filing of a petition in bankruptcy by, for or against, either party;
- 9.2 Upon the insolvency of either party;
- 9.3 Upon the appointment of a receiver of, or trustee for, all or a portion of either party's property; or
- 9.4 In the event that either party shall make an assignment to the benefit of creditors.





10 WAIVER

A waiver by either party of a term or condition of this agreement shall not be deemed or construed as future waiver of that, or any other, term or condition.

11 NOTICE

11.1 The parties agree that the following addresses will be used for the receiving of any notices contemplated in this paragraph:

a. G4D

Address: _____

Tel: _____

Email: _____

b. Development Partner

Address: _____

Tel: _____

Email: _____

11.2 Notice under this agreement shall be in writing and shall be delivered by hand, registered mail, certified mail or commercial carrier, to the address set forth in this agreement or to such other address as a party in writing may have designated. Any such notice shall be deemed given upon receipt by the notifying party of a written receipt or other standard written proof of receipt, effective upon the date of delivery of the notice.

11.3 Nothing in this clause shall affect the right of either party to serve process in any manner permitted or required by law.

11.4 Either party may by notice to the other party change its notice details set out in clause 11.1 above. The change shall become effective on the 7th Business Day from the deemed receipt of the notice by the other party.

11.5 Any notice or other communication under this agreement shall, in the absence of actual earlier receipt, be deemed to have been received:

a. If delivered by hand to a responsible person during business hours to the designated physical address, on the date of delivery;

b. If sent by pre-paid registered post in a correctly addressed envelope to the designated postal address, on the 7th Business Day after the date of posting;

c. If sent by e-mail to the designated e-mail address, on the 1st (first) Business Day following the date of despatch.

11.6 Notwithstanding anything to the contrary stated above, if a notice or communication is actually received by a party, adequate notice or communication shall have been given, even though it was not delivered in a manner described above.

12 FULL UNDERSTANDING

- 12.1 This agreement constitutes the whole and only agreement between the parties relating to the subject matter in question and neither party shall be bound by any undertakings, representations, warranties or promises not recorded in the agreement.
- 12.2 No amendment, variation or consensual cancellation of this agreement, including an amendment to this clause and no settlement of any disputes arising under this agreement, shall be binding unless recorded in writing and signed by the parties.
- 12.3 No extension of time or waiver or relaxation of any of the provisions of this agreement shall not operate as an estoppel against any party in respect of its rights under this agreement, nor shall it operate to preclude such party from exercising its rights strictly in accordance with this agreement.
- 12.4 If the whole or any part of a provision of the agreement is void or voidable by either party or unenforceable or illegal, the whole or that part (as the case may be) of that provision, shall be severed, and the remainder of the agreement shall have full force and effect, provided such severance does not alter the nature of the agreement between the parties.

13 INDEMNIFICATION AND HOLD HARMLESS

- 13.1 Each party shall indemnify, hold harmless and defend the other against any claim, cause of action, suit, damages and/or judgment (including costs, expenses and attorney's fees) based upon, or arising from, any action or inaction of one party by virtue of which the other party suffers a claim, cause of action, suit, damages and/or judgment.
- 13.2 Each party shall hold the other harmless from any claim arising from an employee, agent, subcontractor or vendor of the other party.

14 BREACH

In the event of a party failing to remedy any breach of the terms hereof within seven days of the date of dispatch, by prepaid registered post or e-mail of a letter requesting the defaulting party to rectify such breach, the non defaulting party shall have at its option and without any prejudice to any other of its rights in law:

- 14.1 To cancel this agreement and claim damages from the other party;
- 14.2 To enforce performance of the terms hereof.





15 TERM

This Agreement shall become effective on _____, 20 _____ .

Signed at: _____

We _____ (name of Development Partner), a recognised and credible organisation / institution / company hereby express our intent to collaborate with G4D.

Physical address: _____

Postal address: _____

Email: _____

National Leader/Director

Signature: _____

First name/s: _____

Surname: _____

Email: _____

Cell number: _____

Goals 4 Development attests that the request has been approved.

Furthermore G4D will take full responsibility for its own activities worldwide, both legal and fiscal matters, protecting and holding the above affiliated stakeholder harmless of G4D liabilities.

On behalf of Trade 4 Development

Signature: _____

First name/s: _____

Surname: _____

Cell number: _____

Telephone number _____

Postal address: _____





PROJECT PARTNER AGREEMENT

Entered into between

TRADE 4 DEVELOPMENT
UNDER THEIR GOALS 4 DEVELOPMENT PROGRAM
Herein After (G4D)

and

[INSERT PARTNER'S NAME]

1. PARTIES

1.1. The parties to the agreement is:

1.1.1. Goals 4 Development (Hereinafter after referred to as G4D); and _____
_____ (Hereinafter after referred to as the
Project partner)

1.2. Any reference to party or parties shall refer to the parties mentioned in in paragraph 1.1 and 1.2 as the context may determine.

2. INTRODUCTION

2.1. This agreement will govern the working relationship between G4D and the Project partner for the _____project.

2.2. This agreement incorporates all the commitments and terms and conditions agreed to and committed to by the parties in the Memorandum of Understanding entered into between the parties and must be read with and interpreted together with that document.

2.3. The vision and mission of G4D as received and agreed upon by the parties when signing the memorandum of understanding is also incorporated as part of this document.

2.4. The project partner is defined as any supplier, consultant or services company, individual or organisation subcontracted by G4D to advance the objectives of the project.

3. THE PROJECT

3.1. G4D has been approached by _____
to launch a project (hereinafter referred to as "the project") in _____

3.2. G4D as the facilitator and coordinator of the project has built up relationship with the relevant authorities/ receiving parties as well as the donor parties and is in need of skills and expertise to deliver services to the people of _____

3.3. G4D is in need of the following services:

3.3.1. [List of services & skills needed]

3.4. The Project partner is an organisation/company specialising in:

3.4.1. [List speciality of Project partner] _____

_____ and
warrants that it has the necessary skill and expertise to assist G4D in reaching its objectives in terms of the project.

3.5. G4D wishes to employ the services of/work together with, the Project partner to accomplish its goals and objectives in terms of the project.





The parties now agree as follows:

4. PROJECT DETAILS

4.1. [List the project details]

5. PROJECT PARTNER'S OBLIGATIONS

5.1. The Project partner shall:

- 5.1.1. Perform its task under this agreement with the necessary care and skill as would be expected of a company/organisation in its position;
- 5.1.2. Take instructions from G4D with regards to the performance and completion of the project; and
- 5.1.3. Take responsibility for its own staff that will work on the project.

6. PROJECT LEADERSHIP

The Project partner acknowledges that G4D is the project leader and will submit and take instructions from G4D in fulfilling its duties in terms of the project

7. MANAGEMENT AND REPORTING

- 7.1. Each Party has appointed or shall appoint a representative (herein after referred to as the "representative"). The representatives shall meet regularly and shall be the primary contact for each party and shall form part of the management committee of the project. Each party shall send all communications, documentation and materials relating to this project to the appropriate representative. Each party shall notify the other in writing promptly in the event of any change in its representative.
- 7.2. Within 30 days of the commencement of the project the representative of the Project partner will meet with the representative of G4D and will form a steering committee together with any other parties to the project to facilitate the project. The chairman of the steering committee will be the representative of G4D. The steering committee will be responsible for:
 - 7.2.1. generally overseeing the performance of each party's obligations under this agreement; and
 - 7.2.2. Making, and providing continuity for making, strategic decisions with regards to the project.
- 7.3. Either party may change either or both of its members of the steering committee from time to time upon written notice to the other and G4D may change the Chairman from time to time upon written notice to the Project partner. In addition, the parties may mutually agree in writing to increase or decrease the size, purpose or composition of the steering committee in an effort to enhance the effectiveness of the project.
- 7.4. Within 30 days of the establishment of the steering committee, the committee shall meet and shall determine:
 - 7.4.1. An appropriate framework for periodic meetings to be held by the steering committee or other representatives of the parties involved with the performance of the project and the procedures to be followed for such meetings, including the preparation of agenda and minutes; and
 - 7.4.2. An appropriate framework for periodic reports to be issued by the Project partner to G4D.

- 7.5. At a minimum, the steering committee will meet:
- 7.5.1. Every 60 days annually to conduct a quality review of the project;
 - 7.5.2. Quarterly to review, analyse and discuss the periodic reports to be provided by project partner and the strategic objectives of the parties; and
- 7.6. G4D shall keep minutes of all the steering committee meetings. The minutes shall be issued by G4D and initialled once agreed by each party's relevant representatives and will be circulated by G4D:
- 7.6.1. within 10 business days of an annual steering committee meeting being held;
 - 7.6.2. within 5 business days of a monthly steering committee meeting being held; and
 - 7.6.3. Within 2 business days of a weekly steering committee meeting being held.
- For the avoidance of doubt, the signing and initialling of such minutes shall not amend this agreement. Should the parties resolve to amend the agreement in any minutes, the parties in a separate document shall affect such amendment in writing.
- 7.7. Each Party will use all reasonable endeavours to meet the actions agreed at the steering committee meetings and co operate with the other to provide personnel, actions and decisions in order to meet their obligations in respect of such actions.
- 7.8. The steering committee meetings will be held at the premises of G4D or at another location agreed upon between the parties. Each party will bear the costs of its participation in such meetings.
- 7.9. The Project partner shall provide monthly progress reports covering the services, including an assessment of its performance of the services against the service levels and a description of the status of any development or other special projects, and monthly changes reports.

8. INSURANCE

- 8.1. Without limiting the Project partner's liabilities or responsibilities in terms of this Agreement, the Project partner shall obtain and maintain for the duration of this agreement sufficient insurance to cover its liability and responsibilities arising out of or under and in connection with this Agreement.
- 8.2. Notwithstanding any provision in this Agreement, Project partner shall obtain and maintain as a minimum the following insurance:
- 8.2.1. Insurance in terms of the Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993 or other relevant legislation;
 - 8.2.2. Public liability insurance in respect of claims for death of and/or injury to persons or loss of and/or damage to third party property;
 - 8.2.3. Professional indemnity insurance; and
 - 8.2.4. Motor vehicle liability insurance in respect of all motor vehicles owned by it and used for the project.
 - 8.2.5. Travel insurance in respect of representatives or employees and ensuring the legality of immigration status and permission to work in the designated project location or country
- 8.3. G4D shall have the right to examine the policies maintained by agency at any time before or during this Agreement.

9. CONFIDENTIALITY

- The Project partner affirms the following:
- 9.1. The G4D materials are confidential. No material will be copied with a third party without prior written permission from G4D. Notice of confidentiality, copyright, logos on the materials will not be removed without prior written permission.
- 9.2. Modifications or enhancements to materials are owned by G4D.





9.3. Material redeveloped based on material received by G4D will be made available free of charge. Upon termination the Project partner confirm to cease using the materials and will certify compliance with this statement in writing.

10. WARRANTIES

10.1. The Project partner warrants to G4D that:

- 10.1.1. it has full capacity and authority to enter into and to perform this Agreement and to provide the Services;
- 10.1.2. this Agreement is executed by a duly authorised representative of the Project partner;
- 10.1.3. the services will be provided in accordance with this agreement;
- 10.1.4. it will employ a sufficient number of suitably trained staff to achieve the outcomes of this agreement;
- 10.1.5. subject to the terms provided for in this Agreement, it will have sufficient infrastructure capacity (including hardware, software and personnel) to provide the services;
- 10.1.6. it will provide the services:
 - 10.1.6.1. with promptness where no time period is specified in this Agreement and with diligence, in a workmanlike and professional manner and in accordance with good industry practice;
 - 10.1.6.2. in accordance with all applicable laws and regulations; and
- 10.1.7. nothing contained in this agreement will result in a breach of any agreement, licence or other instrument, order, judgement or decree of any Court, governmental agency or regulatory body to which it is bound.

10.2. G4D warrants to the Project partner that:

- 10.2.1. It has full capacity and authority to enter into and perform this Agreement; and
- 10.2.2. This Agreement is executed by a duly authorised representative of G4D.

10.3. Except as expressly stated in this Agreement, all warranties, conditions, terms and undertakings, whether express or implied by statute, common law, course of dealing, collaterally or otherwise (including but not limited to quality or fitness for purpose) which might apply to the terms of this Agreement or to the provision of the Services are hereby excluded to the fullest extent permitted by law.

10.4. The Project partner and G4D agree to indemnify, defend and hold harmless the other from all claims, actions, damages, liabilities, costs and expenses, including reasonable attorney's fees and expenses suffered or incurred by a party in respect of a breach by the other party of any of its warranties under this clause.

11. DISPUTE RESOLUTION

In the event of dispute that cannot be resolved, the parties agree that mediation will be done by a third party to be determined by both parties at the time of the dispute. Both parties agree that legal action will only be considered once every alternative has been exhausted.

12. PROJECT PARTNER TO FUNCTION IN THE NAME OF PROJECT PARTNER.
The Project partner shall maintain its own office and perform its obligations under this Agreement in its own name. This agreement shall in no way be construed as a partnership. Each party will function as its own legal entity for all legal purposes
13. COMPLIANCE WITH LAW.
Both parties shall be responsible for compliance with local law respectively applicable to it.
14. ASSURANCES.
The Project partner shall hold G4D harmless from any claim from a taxing, licensing or other governmental authority, or from an employee, agent, subcontractor or vendor of the associating entity, arising from, or asserted to be arising from, any such legal claim liability.
15. EXPIRATION.
This agreement shall come to an end when the project is completed or shall expire without notice upon:
- 15.1. The filing of a petition in bankruptcy by, for or against, the associating entity;
 - 15.2. The insolvency of the associating entity;
 - 15.3. The appointment of a receiver of, or trustee for, all or a portion of the associating entity's property; or
16. WAIVER.
A waiver by either any party of a term or condition of this agreement shall not be deemed or construed as future waiver of that, or any other, term or condition.
17. NOTICE.
- 17.1. Notice under this agreement shall be in writing and shall be delivered by hand, registered mail, certified mail or commercial carrier, to the address set forth in this agreement or to such other address as a party in writing may have designated. Any such notice shall be deemed given upon receipt by the notifying party of a written receipt or other standard written proof of receipt, effective upon the date of delivery of the notice.
 - 17.2. Nothing in this clause shall affect the right of either party to serve process in any manner permitted or required by law.
 - 17.3. Either party may by notice to the other party change its notice details. The change shall become effective on the 7th Business Day from the deemed receipt of the notice by the other party.
 - 17.4. Any notice or other communication under this agreement shall, in the absence of actual earlier receipt, be deemed to have been received





- 17.5. if delivered by hand to a responsible person during business hours to the designated physical address, on the date of delivery;
 - 17.6. if sent by pre-paid registered post in a correctly addressed envelope to the designated postal address, on the 7th Business Day after the date of posting;
 - 17.7. If sent by e-mail to the designated e-mail address, on the 1st (first) Business Day following the date of despatch.
 - 17.8. Notwithstanding anything to the contrary stated above, if a notice or communication is actually received by a party, adequate notice or communication shall have been given, even though it was not delivered in a manner described above.
18. FULL UNDERSTANDING.
- 18.1. This agreement constitutes the whole and only agreement between the parties relating to the subject matter in question and neither party shall be bound by any undertakings, representations, warranties or promises not recorded in the agreement.
 - 18.2. No amendment, variation or consensual cancellation of this agreement, including an amendment to this clause and no settlement of any disputes arising under this agreement, shall be binding unless recorded in writing and signed by the parties.
 - 18.3. No extension of time or waiver or relaxation of any of the provisions of this agreement shall operate as an estoppel against any party in respect of its rights under this agreement, nor
 - 18.4. Shall it operate to preclude such party from exercising its rights strictly in accordance with this agreement.
 - 18.5. If the whole or any part of a provision of the agreement is void or voidable by either party or unenforceable or illegal, the whole or that part (as the case may be) of that provision, shall be severed, and the remainder of the agreement shall have full force and effect, provided such severance does not alter the nature of the agreement between the parties.
19. HOLD HARMLESS.
- Each party shall hold the other harmless from any claim arising from an employee, agent, subcontractor or vendor of the other party.
20. INDEMNIFICATION AND HOLD HARMLESS.
- Each party shall indemnify, hold harmless and defend the other against any claim, cause of action, suit, damages and/or judgment (including costs, expenses and attorneys fees) based upon, or arising from, any action or inaction of one party by virtue of which the other party suffers a claim, cause of action, suit, damages and/or judgment.
21. BREACH
- In the event of a party failing to remedy any breach of the terms hereof within seven days of the date of dispatch, by prepaid registered post or e-mail of a letter requesting the non defaulting party to rectify such breach, the seller shall be non defaulting party at its option and without any prejudice to any other of his rights in law:
- 21.1. To cancel this agreement and claim damages from the other party;

21.2. To enforce performance of the terms hereof;

Signed at: _____ on the Day of _____ 20 _____

We _____ (name of Project Partner), a recognised and credible organisation / institution / company hereby acknowledge and agree to the terms of this agreement with G4D

Physical address: _____

Postal address: _____

Email: _____

National Leader/Director

Signature: _____

First name/s: _____

Surname: _____

Email: _____

Cell number: _____

Goals 4 Development attests that the request has been approved.

Furthermore G4D will take full responsibility for its own activities worldwide, both legal and fiscal matters, protecting and holding the above affiliated stakeholder harmless of G4D liabilities.

On behalf of Trade 4 Development

Signature: _____

First name/s: _____

Surname: _____

Cell number: _____

Telephone number _____

Postal address: _____







NEED SOLUTION DELIVERY



GOALS **4** DEVELOPMENT

IS A PROGRAMME INITIATED BY

NEED SOLUTION DELIVERY



TRADE **4** DEVELOPMENT

WITH THE SUPPORT OF



UNITED KINGDOMS
OF AFRICA

TO OPERATIONALLY SUPPORT



THE GLOBAL GOALS
For Sustainable Development