

## Fundraising - Partnership onboarding policy

Policy Name	Fundraising - Partnership Onboarding Policy
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	Print Name	Job Title/Role	Signature	Date
Department Quality Review	Razwan Faraz	National Fundraising manager	<i>Razwan Faraz</i>	Aug 28 2022
Reviewed and approved by Director of Fundraising	Zaheer Khan	Director of Fundraising	<i>Zaheer Khan</i>	Sep 16 2022
Reviewed and approved by BOD	Mohamed Ashmawey	CEO	<i>Mohamed Ashmawey</i>	Sep 06 2022
Date of next review	August 2024			

Policy Owner	Fundraising department
Key Responsibilities	All staff
Associated Documents	

### Revision History

Revision History (Provide summary of changes and justification)	Changes reviewed & approved by	Date of review & approval	Date effective

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## INTRODUCTION

Human Appeal is an INGO working across the globe to strengthen humanity's fight against poverty, social injustice and natural disaster, through the provision of immediate relief and establishment of self-sustaining development programmes. Our vision is to contribute to a just, caring and sustainable world free of poverty. Human Appeal does this by raising money to fund immediate and long-term sustainable solutions, and empower local communities.

## POLICY STATEMENT

Human Appeal's policy on Fundraising Partnerships outlines the principles and practices that underpin any working with fundraising partners. The policy's aim is to maintain a consistent approach with which current and future relationships with fundraising partners are formed.

The policy is also an expression and commitment to work and welcome local, national and international organisations whose goals and work support the said aims of the charity Human Appeal. We believe our beneficiaries and organisation benefit most when we work in a sustainable way that include, but not limited to, establishing long term relationships with various type of donors.

## CHANGE CONTROL

- The development and review of the partnership policy is the responsibility of the Director of Fund Development.
- Approval and sign off of the Fundraising Partnership Policy is responsibility of the trustees. Any substantial changes to the policy require their approval and sign off.

## SCOPE AND PURPOSE

The policy on fundraising partnerships outlines the principles and practices that are fundamental to our fundraising partnerships, with a view to provide a consistency and coherence with Human Appeal's approach to working with these partnerships. This includes online influencers, local community organisations, national and international organisations, community leaders, schools and educational establishments. The policy applies to:

- One off projects and programmes such as campaign or event specific fundraising
- Year on year fundraising

This policy does not apply to corporate partners, although its principles may provide some beneficial guidance for managing any such relationships. It is entirely applicable for any Human Appeal staff whose work has any connection to any partners who are fundraising for any of our domestic or international humanitarian programmes. It aims to provide staff with the guidance, direction and framework for negotiations when entering into a fundraising partnership and should be shared with the fundraising partners from the outset of the relationship.

## FUNDRAISING PARTNERSHIP: DEFINITION AND PURPOSE

Human Appeal defines a partnership as a mutually beneficial and interactive relationship between Human Appeal and organisations or individuals (including Sole Trader, Partnership, Limited Liability Partnership and Limited company), which is undertaken for a specific campaign and beyond and one that works towards a shared fundraising goal. An organisation can

We consider partnerships to be a fundamental part of our work in achieving our mission. Through these partnerships we aim to increase the positive effects for our intended beneficiaries. The benefits include:

- Partnerships enables us to utilise the considerable experience, knowledge and contacts of local organisations and individuals already connected to the existing and new donors.
- Partnerships allows us to deliver sustainable fundraising initiatives via existing organisations and individuals, rather than setting up parallel services and programmes that would incur additional infrastructural costs.
- Partnerships helps to combine the resources and skills of our partners to work more effectively and efficiently and to inevitably achieve more than we would if we worked individually.
- Partnerships help to facilitate capacity building and sustainability; by supporting our partners we enable them to become stronger, which enables them to independently work with existing and future donors.
- Partnerships enables us to get to places, in the community, that we wouldn't be able to due to access or resource.

## FUNDRAISING PARTNERSHIP PRINCIPLES

Human Appeal aims to develop partnerships based on trust and respect and will be guided by the following:

- **Shared goals and values**
  - The ways of working, including and aims and objectives of the partner should align with ours.
  - A shared commitment towards achieving agreed goals for the partnership.

- Synergistic core values that develop a strong working relationship to bring both Human Appeal and partner together, especially when facing any difficulties. Compatible working values does not mean the values have to be same for Human Appeal and the partner, but that there is no conflict of interest. Human Appeal and the partner can agree to differ.
- **Agreed mutual accountability & Responsibility**
  - The ownership of the agreed outcomes is to be mutually shared with Human Appeal and partner according to what has been outlined in either the contract or proposal.
  - Human Appeal and partners should be accountable to each other and stakeholders, donors and beneficiaries for actions, use of resources, intended and subsidiary outcomes and impact of projects, fulfilling and being held to account for the execution of contractual obligations and all particulars in any contractual arrangements.
  - Human Appeal and Partner to be responsible for providing the agreed inputs to the partnership as outlined in the legally binding contract. Inputs could include financial arrangements, marketing support, provision of any resourcing, staffing or personnel.
  - Human Appeal and Partner to be responsible for any outputs outlined in legally binding contract and any accompanying proposals and implementation plans.
  - Human Appeal and Partner to ensure all expenditure falls within the agreed project budget.
  - Human Appeal and Partner to assess and mitigate any risks to said project aims and work together to both inform, monitor and manage them.
  - Human Appeal and Partners to ensure any reporting requirements, obligated in any contracts or proposals are met.
  - Human Appeal and Partners to maintain an accurate account of any records and actions should they be obligated in either the contract or proposal.
  - Human Appeal are primarily accountable through its Board of Trustees, to its individual donors, intended beneficiaries and to the UK Charity Commission.
  - Human Appeal and Partner will have varying accountabilities from their members, supporters, trustees, intended beneficiaries and or communities they work with and represent.
  - The circumstances of this Agreement are completely confidential between the parties and shall not be disclosed to anybody else. Any disclosure in violation shall be deemed a breach of this Agreement. None of the parties shall disclose to any person or use for any purpose any confidential information of the other as a result of entering into this Agreement.
  - Human Appeal and Partner will not engage in any activity or action that may damage each other's reputation during the collaboration, nor publicly post any adverse comment of their own related to the Agreement, staff or work without prior written permission from each other.
- **Confidentiality**
  - Human Appeal and Partner will ensure that any work carried does not infringe the intellectual property rights, privacy rights, or publicity rights of any third party.

- The Partner must have no commitments or obligations inconsistent with this Contract; the Work will not contain any disparaging, pornographic, defamatory and/or illegal material.
  - The Partner must agree and understand that during the term of agreement with Human Appeal, they shall not provide services to any competing entity without prior written consent from Human Appeal.
  - The Partner must not promote Human Appeal through unsolicited or spam emails.
  - The Partners must agree to irrevocably and unconditionally release, discharge, indemnify and hold harmless Human Appeal, its registered trade names and affiliates, and the irrespective officers, directors, employees, agents, assignees, designees and licensees (together, the “the Human Appeal Parties”), from and against all actions, claims, demands, causes of action, liabilities, damages, judgments, losses, costs, and expenses (including reasonable attorneys’ fees) of any kind whatsoever, in law or equity, whether known or unknown, foreseen or unforeseen, arising at any time out of and/or directly or indirectly relating to the use of the work and/or collaborator's likeness and/or any breach or alleged breach of any of the terms of this Contract or breach of any warranty or representation hereunder.
  - Human Appeal and Partner will regard any information provided to each other as confidential (“Confidential Information”).
  - Human Appeal and Partner will not disclose Confidential Information to any third party without the prior written consent, nor make use of any of the shared Confidential Information except in its performance under this contract. Information will not be deemed confidential Information hereunder if such information is known prior to receipt from Human Appeal and Partner, without any obligation of confidentiality, or becomes publicly known or otherwise publicly available, except through a breach of this contract.
  - Human Appeal and Partner accepts responsibility for the actions of its agents or employees and shall protect the other party’s Confidential Information in the same manner as it protects its own valuable confidential information, but in no event shall less than reasonable care be used.
  - The Partner must acknowledge that disclosure of any confidential Information may give rise to irreparable injury to Human Appeal, where Human Appeal may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies that may be available.
  - The Partner preserves the confidentiality of any information which may be acquired in the course of their activities supporting Human Appeal. The Partner understands that while supporting Human Appeal they may have access to personal or sensitive information about others or the Charity. The Collaborator must act only on the instructions of Human Appeal when handling this information, and to observe the data protection principles as set out in the Data Protection Act 1998. The Partner must not publish, share or otherwise disclose any such information to any third party, or to use it for any purpose unless authorised by Human Appeal.
- **Transparency & Respect**
    - Both Human Appeal and partners should foster an open and participatory line of communication, with an importance given to a consulting and proactive sharing of information.

- All and any concerns, at any stages, of the partnership are welcomed without any fear that it will impact or influence funding or changes in outcomes of projects.
- Should any challenges surface, a positive and solution focused approach, showing a mutual will to first understand before being understood, is encouraged to be a practice in all dealings.
- Both Human Appeal and partners are invited, at appropriate times, to take the time to know each other before, during and after any project timelines, and in doing so to foster a willing and open dialogue of sharing any problems. The sharing of any and all problems are to be managed constructively with an eagerness on both parties to be flexible and adaptable to achieve agreed aims and objectives from any contracts and proposals.
- Irrespective of size or power of any individual or organisation, all partners have a right to be at the table and mutual respect must be shown at all times. The partnership should not be dominated by any one organisation and all partners should expect to be treated fairly.
- Invariably there will be an imbalance of resources and power available to either Human Appeal or the partners, and this must not be used to become a form of control or domination. Everyone's voice matters and should be heard and respected.
- A sustainable and strong relationship is only possible where all involved parties are recognised for their offerings and contributions and not to simply be respected due to any financial value or public profile.
- All conduct and business will remain professional at all times and matters handled with honesty, sincerity and a firm and observable commitment to ethical practices and fairness at all times.

## **APPROACH TO PARTNERSHIP**

### **Working Arrangement**

Human Appeal works with Fundraising partners not through them. This means we collaborate in agreeing any goals, particularly those related to the fundraising target and donor or supporter engagement.

### **Collaboration**

Human Appeal are committed to developing partnerships both formally and informally to include any cooperation on any fundraising, marketing and advocacy activities in order to build and strengthen the unity between them.

### **Due Diligence**

Human Appeal is committed to ensuring we choose the right partners to work with and to understand the strengths and weaknesses of every partner and the subsequent implications upon any and all agreements. Prior to the inception of any partnership, Human Appeal will carry out a due diligence exercise with each potential partner to assess the said partners structure, governance, reputation and ability to fulfil the intended aims of any future collaboration and proposed working agreements. This means any fundraising engagement is to only commence once this is completed, all measures are met and an MOU agreed.

The ability to fundraise is a necessary dimension of this but the scope of the due diligence is far beyond this and does aim to provide enough intelligence to discuss and mitigate and potential implications for the project.

To mitigate any risks Human Appeal and partner should explore offering any additional support and make clear how it would be given. In addition extra controls or closer monitoring processes should be adopted to safeguard the project delivery and organisational reputation.

### **Organisational development**

Human Appeal will consider supporting the capacity building of any partner and will be influenced by the type of organisation, the complexity of the project and the receptiveness of the partner to show a willingness to address any capacity gaps in any implementation plans. This could come in the form of providing stage fundraisers and consultants from Human Appeal or external providers to support and encourage collaboration to promote synergies, mutual learning and skills transfer.

### **Personalised Approach**

Human Appeal will explore and negotiate ways of working that are tailored to the specific needs of the partner and their support base, to suit their individual circumstances.

### **Sustainable Outcomes**

Human Appeal seeks to achieve a sustainable model of fundraising for project outcomes and impact. Human Appeal will work with partners to develop strategies for lasting campaign on campaign and year or year growth. Any exit plan will be incorporated into the project agreement and contracts from the outset and will be clearly articulated and expressed in any the project documentation.

## MINIMUM STANDARDS FOR A PARTNERSHIP

Human Appeal must be satisfied that NONE of the following criteria apply to the partnership under consideration. These criteria will be considered at the very first stage where a due diligence assessment takes place. In any normal circumstance Human Appeal will not normally enter into an agreement with the partner in question should any of these criteria apply. Only under exceptional circumstances, provided a justification of the situation is presented to the Board of Trustees, can the decision be reconsidered.

None of the following statements should apply to any individual or organisation under consideration for a partnership:

- The partner's mission and values are in conflict with Human Appeal's own.
- The partner willingly or known to discriminate against people on grounds of religion, politics, race, age, caste, tribe disability, gender, sexual orientation, ill-health etc.
- The partner is found to be involved in exposing beneficiaries or supporters or donors, including women, children and marginalised groups to any form of exploitation and abuse.
- Working with this partner would cause conflict or have any legal ramifications for any existing partners or relationships including donors and beneficiaries.
- The partner is suspected to be involved in promoting and advancing its aims through violence or terrorist activities and/or has any links or connections with any terrorist groups.
- The partner implicitly or explicitly is working with Human Appeal to convert any stakeholders to any sort of political or religious belief.
- The partner or any existing personnel was found to be guilty and involved in any illegal or fraudulent activities as per reliable sources.
- The partner is being wound up, bankrupt, under administration by the courts, has suspended business activities or is currently subject to legal proceedings.
- The partner or related personnel has been convicted of any professional misconduct in the last two years.
- The partner has been black listed by the government or any regulatory, monitoring or overseeing body.

## PARTNERSHIP IN PRACTICE

Human Appeal has developed a partnership engagement framework to help ensure that the appropriate partners are selected, supported and projects are properly planned, implemented and monitored. In addition to this regular reviews should take place to better inform future decisions around the future of the project, partnership and renewal of any contractual agreements.

### Human Appeal's Fundraising Partnership Framework

- 1. Strategy**
  - a. Partner selection
  - b. Planning
  - c. Inception
- 2. Implementation**
  - a. Delivery
  - b. Monitoring
  - c. Reporting and revising
- 3. Evaluation**
  - a. Review & learning
  - b. Maintain or exit

### Strategy

All partnerships must follow the process outlined in appendix 1

- Partner Selection
  - Partners are identified, ensuring they meet the basic requirements of the standards outlined in due diligence tool as well as being in line with the said aims and objectives of Human Appeal.
  - A compliance check is carried out by relevant personnel in Human Appeal. Due diligence exercise forms a part of the compliance check, to obtain and assess the full picture of the organisation, key capacities and reputation.
    - This will involve, but not limited to the completion of a supplier data form, screening form and providing photo ID from the partner. Following this the following checks are carried out:
      - Adverse media check
      - Social Media check
      - Politically exposed person check
      - Sanctions list check
    - All appeals, to mitigate risk of any failings in above checks, are to be made by the compliance department, to the Director of Fund Development and CEO.
  - Following an all clear from compliance checks, Human Appeal and Partner to formulate a working contract. This is to agree overall goals, tangible outcomes and vision for the working collaboration including but not limited to fundraising targets.

Key deliverables from both Human Appeal and partner as well as any performance indicators will be included in the contract. The contract will not contain specific planning details, these will be drawn up in the planning stage.

- Planning
  - Human Appeal and partner to discuss and identify common programme interests. A personalised plan is to be drawn up that includes a budget, time frames, monitoring and reporting expectations.
- Inception
  - The contract is drawn up and signed, an implementation plan produced, any monitoring and reporting requirements made clear and the partnership is launched.

### Implementation

- Delivery
  - Human Appeal and partner carry out the plan providing mutual support to achieve agreed deliverables
- Monitoring
  - All activities, risks and performance measures against agreed outcomes, particularly fundraising are tracked and monitored. Any limitations and shortcomings are immediately reviewed, discussed and addressed with the sole intent to get the plan back on track.
- Reporting and Revising
  - Data is collected from any monitoring activities and recorded into any reporting documentation. Human Appeal and partner will adapt any practice in response to any learnings.

### Evaluation

- Review & Learn
  - Throughout any project with partner informal reviews are to take place and any relevant lessons captured for reporting purposes. A formal review is to then take place at the end of the project life cycle to evaluate the said agreements in particular but not limited to, the fundraising target.
  - All learnings are to be jointly captured by Human Appeal and partner and shared with an intent to better inform the long term arrangement between Human Appeal and partner.
- Maintain or Exit
  - Based on the data, learnings and performance against agreed aims and objectives, a decision is to be made on the partnership's future. This could lead to:
    - Continue the partnership by identifying new aims and objectives for the next joint project.
    - Exit the partnership altogether
  - Sometimes a partnership may end unexpectedly, especially when the project to hand is showing serious failings or inappropriate behaviour is identified. Human Appeal and partner should work closely to minimise the risk of this and any adverse effects to beneficiaries, donors and stakeholders.

- The exit strategy is to be put in place at inception of the partnership to ensure realistic expectations are placed upon both Human Appeal and the partner and both are prepared for any phasing out of the partnership.

## Appendix 1 - Onboarding Influencer and Partner Process

The process to follow when onboarding any fundraising partner is as follows:

Process for onboarding organisations

### 1. First Check

- a. Fundraising staff to carry out a basic check for the organisation and/or individuals involved, on google and social media, to ensure no reputational issues are apparent
- b. Fundraising staff to check if the organisation is active via Companies House Service on <https://find-and-update.company-information.service.gov.uk/>

### 2. Second Check

- a. Proceed only if all clear on First Check
- b. To enable a due diligence check and media check, submit the following documents to [dd.checks@humanappeal.org.uk](mailto:dd.checks@humanappeal.org.uk) and [media.checks@humanappeal.org.uk](mailto:media.checks@humanappeal.org.uk):
  - i. Supplier form (see appendix 2)
  - ii. Screening Information request form (see appendix 3)
  - iii. Copy of official photo ID (passport or driving license)
- c. A comprehensive media check will involve:
  - i. Adverse media check
  - ii. Social Media check
  - iii. Politically exposed person check
  - iv. Sanctions list check
- d. Proceed only if there is an all clear from both media and due diligence checks.
- e. In the event of any issues being raised in point 2b and 2c that does not give the all clear, the director of the fundraising staff is to raise the matter, with mitigating reasons, for the CEO's consideration.
- f. Once due diligence checks have been completed, personnel from procurement team will upload the relevant details onto Human Appeal's Accounting Management System (AMS)

### 3. Drafting Contract

- a. Proceed only if all clear on First and Second Check.
  - b. Fundraising staff to draft Memorandum of Understanding for long term partnership or Consultancy Agreement for short term partnership and email to [partnership.onboarding@humanappeal.org.uk](mailto:partnership.onboarding@humanappeal.org.uk)
4. Upload onto Eversign and obtain signatures from Director, CEO and authorized personnel from the organisation.
- a. After all signatures have been added, an email with the final contract to be sent to partner organisation.



## Appendix 2 – Supplier Form

SUPPLIER FORM	
<b>General</b>	
Vendor Name:	
Type of Supply:	
<b>Address</b>	
Address Line 1:	
Address Line 2:	
County:	
City:	
Postcode:	
Country:	
<b>Contact</b>	
Name:	
Phone number:	
Homepage (Website):	
Email:	
Fax number:	
<b>Invoicing and Payment details</b>	
Company reg. number:	
VAT reg. number:	
Payment Terms:	
Bank Name:	
Bank Address:	
Account Holder:	
Account Number:	
Sort code:	
IBAN:	
BIC:	
Swift:	

Date:
<b><u>Quality Management</u></b>
Name of Management Representative for Quality:
Does your company have a Quality Management System? If yes, which applies?
<b>If you are registered with a certification body please supply a copy of your registration certificate when you return this form to us.</b>
If no applies, what timescale do you envisage implementing a quality management system:
Are you registered to the Environmental Management System BS EN ISO 14001:1996?
If no, are you working toward introducing an Environmental Management System?
Do you have in place an Occupational Health and Safety Management System e.g OHSAS 18001:1999
<b><u>Supplier Sign-off</u></b>
Signed on behalf of the company:
Please print name in block capitals:
Job Title:
Date:
<b><u>Human Appeal Use Only</u></b>
Recommend inclusion on to Approved Supplier List:
Reason(s) for acceptance / non acceptance:
Signed by Procurement Manager:
Date:
<b>Web: <a href="http://www.humanappeal.org.uk">www.humanappeal.org.uk</a>, Tel:+44 (0) 161 225 0225, Address: Human Appeal, Carrs Road, Cheadle, SK8 2BL</b>
<b>Human Appeal is a UK registered charity 1154288 and UK registered company 8553893</b>

## Appendix 3 – Screening Information Request Form

Head Office  
Pennine House, Carrs Road,  
Cheadle, SK8 2BL, United Kingdom



### Screening Information Request Form

**Speakers / Artists / Others** (Mandatory - Please attach Passport Copy for each applicant)

Department Requesting:

Name of Employee:

Date of Submission:

**Declaration:**

To the very best of my knowledge, the proposed service provider/counterparty is **not a subject of nor linked** to any adverse publicity/negative news items, neither nationally or internationally, which might harm the charity's reputation. I understand that when considering what constitutes "adverse publicity/negative news items", an expansive approach is taken by the charity and candour and transparency are expected from all requesters.

Reason:

Screen Name:

Country of Domicile:

Nationality of Applicant:

Reason for Screening:

Name of Campaign/Tour:

**For Staff Use:**

Status:

Reason:

Name of Screener:

Date:

- Checklist:
- 1. Contract signed
  - 2. Passport and address
  - 3. Event planning form
  - 4. Media check completed
  - 5. Attach Thomson Reuters Screening report



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