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February 22, 2017

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Ms. 10 2 e
Sustainable Economic Development Department
Ministry of Foreign Affairs
P.O. Box 20061
2500 EB The Hague
The Netherlands

Dear 10 2 e

On behalf of the Business and Sustainable Development Commission, the United Nations Foundation is pleased to share with you the interim narrative and financial report for The Netherlands Ministry of Foreign Affairs' contribution of \$474,982,000.00.

These funds, used between January 1, 2016 and March 31, 2017, provided crucial support for the Commission's early work, including Commissioner engagement, research and writing for the "Better Business, Better World" report, and management of the core Secretariat functions. The Commission is an international initiative that brings together leaders from business, the public sector, and civil society to "make the business case" for sustainable development and spur innovative thinking and solutions for the most pressing sustainability challenges.

The United Nations Foundation serves as the fiduciary agent for the Commission and works with the Commission and its implementing partners to ensure robust financial management and timely reporting to funders.

Thank you again for your support of this important work, and please let me know if you have any questions or concerns.

With best wishes,

Sincerely yours,

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Business and Sustainable Development Commission

Interim Report

1. Project Context

As disruptive innovations are breaking new ground and transforming business models in health, education, mobility, agriculture and energy, they are challenging the status quo of industries, from fossil fuels to fashion. But the private sector needs to accelerate inclusive growth and drive sustainability at a far greater speed and scale than it has to date. The Business and Sustainable Development Commission, launched in January 2016 at the World Economic Forum (WEF) in Davos, aims to accelerate this market transformation and advance the world's transition to a more prosperous, sustainable economy.

The core of our mission has been to make a powerful case – supported by sound evidence, rigorous research, and compelling real-world examples – for why business leaders should seize upon sustainable development as the greatest opportunity of a lifetime and how the Sustainable Development Goals (SDGs) provide the private sector with a framework for achieving this market shift. The Commission's flagship report, launched in January 2017, serves as the foundation from which we will launch a number of activities to inspire and mobilize a growing number of business leaders to align their companies with social and environmental impact.

2. Key Achievements: January 1, 2016 – March 31, 2017

Commissioner Recruitment

- Recruitment of 37 Commissioners in total.

Report Development

- Four key report areas established (why business should engage; new business models; new finance models; and a new social contract between governments, business, and society) and research for each commissioned;
- Creation of a [Research Advisory Group](#) to support content development and provide expert insight and advice;
- All commissioned research papers submitted by the end of the summer;
- Working groups on finance, leadership, market transformation, advocacy, a just transition and innovation (each comprised of a number of Commissioners, members of the Steering Committee, and other experts) established, with two meetings held for each, to explore these areas in more detail for the report and to consider potential workstreams for 2017;
- Synthesis paper submitted in time for first Commissioner meeting in July 2016; and
- First draft of final report submitted in time for second Commissioner meeting in November 2016.

Stakeholder Engagement

The Commission participated in panels and ran side meetings/break-out sessions during the following events over the course of the past year:

- *The Crowd*, April 11, 2016, London;
- *UN High Level Thematic Debate on Achieving the SDGs*, April 21, 2016, New York;
- *World Business Council for Sustainable Development Liaison Delegate Meeting*, April 11-14, 2016, Montreux;
- *Global Green Growth Forum*, June 6-7, 2016, Copenhagen;
- *UN Global Compact Leaders Summit*, June 22-23, 2016, New York;
- *UN General Assembly Week*, September 19-23, 2016 New York; and
- *World Economic Forum Annual Meeting*, January 17-20, 2017, Davos.

Commissioners also met in London in November 2016 to discuss our strategy moving forward, research findings and report development, and the core objective of engaging the next wave of business leaders, increasing regional and industry representation, and input into the amplification and dissemination of the report.

In addition, the Commission has had representation, via the attendance of Commissioners, at other key events, including:

- *Business for Peace*, May 3, 2016, Oslo;
- *WEF Africa*, May 11-13, 2016, Kigali;
- *Philanthropreneurship Forum*, January 16, 2017, Vienna; and
- *Unilever Sustainable Living Day*, London.

Communications

Throughout 2016, we worked to maximize the impact that the report would have, culminating in the following achievements:

- Successful launch of the Commission at WEF Davos 2016 with many Commissioners present;
- Launch of new branding identity (transition from Global Commission on Business and Sustainable Development to Business and Sustainable Development Commission);
- Launch of new content-driven [website](#);
- Commissioner media hits around events and op-eds, including Huffington Post, Forbes, World Weekly, Independent, Business Green, and The Guardian; and
- Meetings between Mark Malloch-Brown, Commission Chair, and news outlets, including The Wall Street Journal and The Economist.

As a result of these efforts, we were well-prepared for the launch of our [“Better Business, Better World”](#) report at the WEF Annual Meeting in January 2017. Early results of the report’s launch are as follows:

- Since January 16, 2017, we have had almost 9,000 visitors to the report site with more than 1/3 of these visitors downloading the report. Visitors hail from more than 150 countries;
- We have earned more than 380 media hits across 40 countries in 19 languages, including some of the biggest outlets in China, India, and Korea, as well as coverage in CNN and Reuters, which was picked up by CNBC and the New York Times. Combined coverage was equivalent to a £733,000 ad campaign, a formula common in the PR profession;
- Nearly 20% of site visitors came from social media, including Twitter, Facebook, and LinkedIn. According to Google Analytics, social media remains our single best channel to attract readers;
- Our average Twitter follower is a technical, white collar or upper manager interested in business and business news who makes over \$100,000 a year per household; and
- Our campaign #betterbiz has had more than 51 million impressions on social media in the first week, including 41 million in the first day. For context, this was over 7 million impressions better than an average day for the SDGs worldwide.

Governance

- Set up and held four Steering Committee meetings;
- Set up and held four supporting countries committee meetings (these eventually became joint Steering Committee and supporting country calls); and
- Set up and held two Audit Committee calls.

3. Budget and Supporting Material

Please see page four (4) for a financial report outlining expenditures incurred by the Commission for which funds contributed by The Netherlands Ministry of Foreign Affairs were allocated, as well as the overall project budget.

United Nations Foundation

Financial Report - Statement of Cash Balance

Project: Business and Sustainable Development Commission

Prepared for: The Netherlands Ministry of Foreign Affairs

January 1, 2016 - March 31, 2017

	<u>Cumulative</u>
95% of Ministry of Foreign Affairs Contribution	\$474,982
SystemiQ Grant - Payments 4 & 5	\$406,967
The B Team Grant	\$58,000
7% Over Head Fee	\$33,249
The Netherlands Ministry of Foreign Affairs Funds Balance*	(\$23,234)

*Negative balance will zero out upon receipt of remaining 5% of contribution

Last updated: 10.27.2016									
Inception Phase									
Inception Phase Total	Total Budget	SystemIQ	GAP	ODI	UNF	McKinsey	St. Leonard's	B-Team	WBCSD
	\$306,172	\$0	\$0	\$0	\$1,940	\$230,000	\$0	\$58,000	\$16,232
Resources	\$246,232	\$0	\$0	\$0	\$0	\$230,000	\$0	\$0	\$16,232
Inception Phase Personnel	\$16,232								\$16,232
Consultancy & Research	\$230,000					\$230,000			
Travel and Event Expenses	\$59,940	\$0	\$0	\$0	\$1,940	\$0	\$0	\$58,000	\$0
2016 Davos Events	\$8,000							\$8,000	
UNGA Meeting	\$51,940				\$1,940			\$50,000	
Phase One - Consultation, Report Drafting and Communications									
Phase One Total	\$4,117,362	\$2,482,962	\$905,384	\$422,980	\$188,728	\$0	\$117,308	\$0	\$0
I. The Global Report	\$1,255,657	\$444,195	\$722,734	\$0	\$88,728	\$0	\$0	\$0	\$0
Resources	\$560,657	\$444,195	\$27,734	\$0	\$88,728	\$0	\$0	\$0	\$0
Global Report Personnel	\$472,052	\$388,362	\$18,462		\$65,228				
Report Staff Travel and Expenses	\$88,605	\$55,833	\$9,272		\$23,500				
Consultancy & Research	\$695,000		\$695,000	\$0	\$0	\$0	\$0	\$0	\$0
Scan Research	\$695,000		\$695,000						
II. Communication and Advocacy	\$939,562	\$845,321	\$67,115	\$27,126	\$0	\$0	\$0	\$0	\$0
Resources	\$472,436	\$447,821	\$24,615	\$0	\$0	\$0	\$0	\$0	\$0
Communication and Advocacy Personnel	\$400,436	\$375,821	\$24,615						
Communications and Advocacy Staff Travel and Expenses	\$52,000	\$52,000							
Communication Team's Equipment	\$20,000	\$20,000							
Events and stakeholder engagement	\$92,126	\$65,000	\$0	\$27,126	\$0	\$0	\$0	\$0	\$0
Commissioner Meetings Expenses	\$50,000	\$50,000							
Advisor Group Meetings & Commissioner Calls	\$15,000	\$15,000							
ODI Stakeholder Support	\$27,126			\$27,126					

<i>Report Communication and Marketing</i>	\$345,000	\$302,500	\$42,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Agency Support	\$150,000	\$107,500	\$42,500							
Multi-media Activity	\$135,000	\$135,000								
Translations	\$50,000	\$50,000								
Printing and Shipping	\$10,000	\$10,000								
Report production and support	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design and Printing	\$30,000	\$30,000								
III. Program Management	\$1,922,143	\$1,193,447	\$115,535	\$395,854	\$100,000	\$0	\$117,308	\$0	\$0	\$0
Resources	\$1,597,175	\$986,769	\$33,231	\$359,867	\$100,000	\$0	\$117,308	\$0	\$0	\$0
Program Management Personnel	\$1,202,982	\$826,000		\$251,982	\$100,000		\$25,000			
Programme Management Team Travel and Expenses	\$226,042	\$50,000	\$33,231	\$50,504			\$92,308			
Office Space and IT Support	\$168,150	\$110,769		\$57,381						
Management and Administration Expenses	\$324,969	\$206,678	\$82,304	\$35,987						
Inception and Phase One Total	\$4,423,533	\$2,482,962	\$905,384	\$422,980	\$190,668	\$230,000	\$117,308	\$58,000	\$16,232	
Financial Management										
Fiduciary & Audit Support Total	\$357,627				\$357,627					
Fiduciary	\$334,685				\$334,685					
Audit Support	\$22,942				\$22,942					
Total Overall Budget	\$4,781,161	\$2,482,962	\$905,384	\$422,980	\$548,295	\$230,000	\$117,308	\$58,000	\$16,232	

From: [REDACTED]
Sent: Wednesday, March 22, 2017 7:22 AM
To: 102e
Cc: FSO-Programma; [REDACTED]
Subject: RE: DDE - 29034 - final payment GCBSD / contribution - 29034 final grant document

Dear 102e

I have reviewed the report you have send us.
The narrative part is fine.

About the financial part I do have a remark:

- As agreed in the Grant Agreement (page 4) UNF should provide as part of the financial report "an aggregate overview of all estimated and actual revenue (including the grant, the grant recipient's own contribution, funds provided by third parties and interest accrued) and expenditure, where relevant to the subsidized activities, and an overview of prepayments provided by the minister. The report must cover the entire grant period and be laid out in the same way as the budget. An explanation must be provided for all the budget items that differ substantially from the budgeted revenue and expenditure".
- The above is not (fully) included in the current financial part of the report, so please send that to me in a second version of the report.

In addition, the official way of payment after handing in a report is as follows:

- 13 weeks after receiving the report the organization receives feedback.
- Then, the organization has 6 weeks to challenge the feedback.
- After these 19 weeks, the payment (if both parties are satisfied) is done.

I will make sure that the payment, if all is well, will be completed to UNF sooner than the official way but I do want to underscore that the above mentioned periods are formally the way to go.

Best regards,

102e

Ministry of Foreign Affairs
Sustainable Economic Development Department
Bezuidenhoutseweg 67 | Postbus 20061 | 2500 EB Den Haag
T +31 (0)70 348 [REDACTED]

Ps.: 102e is not working anymore at my department so please do not include here anymore in the email.

Business and Sustainable Development Commission

	Original Revenue Budget	Netherlands of Foreign Affairs Ministry Actuals
Allocation of Revenue		
Revenue*	\$4,775,791	\$499,964
	Total Budget	Netherlands Expenditures Actuals
Inception Phase		
Inception Phase Total	\$306,172	\$58,000
Resources	\$299,232	\$53,000
Inception Phase Personnel	\$63,232	\$47,000
Consultancy & Research	\$236,000	\$6,000
Travel and Event Expenses	\$6,940	\$5,000
2016 Davos Events	\$5,000	\$5,000
UNGA Meeting	\$1,940	
Phase One - Consultation, Report Drafting and Communications		
Phase One Total	\$4,117,362	\$406,967
I. The Global Report	\$1,255,657	\$52,730
Resources	\$560,657	\$52,730
Consultancy & Research	\$695,000	\$0
II. Communication and Advocacy	\$939,562	\$140,062
Resources	\$472,436	\$140,062
Events and stakeholder engagement	\$92,126	\$0
Report Communication and Marketing	\$345,000	\$0
Report production and support	\$30,000	\$0
III. Program Management	\$1,922,143	\$214,175
Resources	\$1,597,175	\$214,175
Management and Administration Expenses	\$324,969	\$0
Inception and Phase One Total	\$4,423,533	\$464,967
Financial Management		
Fiduciary & Audit Support Total	\$357,627	\$34,997
Fiduciary	\$334,685	\$34,997
Audit Support	\$22,942	
Total Overall Budget	\$4,781,161	\$499,964

*Interest accrued on 95% of funds is approximately \$254

**Assumes the full 100% expected payment from the Netherlands Ministry

Business and Sustainable Development Commission

	Original Revenue Budget	SystemIQ - Third Party Contributions Actuals	GAP - Third Party Contributions Actuals	ODI - Third Party Contributions Actuals	UNF - Third Party Contributions Actuals	McKinsey - Third Party Contributions Actuals	St. Leonard's - Third Party Contributions Actuals	B-Team Third Party Contributions Actuals	WBCSD Third Party Contribution Actuals
Allocation of Revenue									
Revenue	\$4,775,791	\$2,492,743	\$895,633	\$442,519	\$512,730	\$230,000	\$75,755	\$58,000	\$16,232
Unilever U.K. Central Resource	\$270,225	\$36,713			\$38,639	\$158,018	\$36,856		
DFID	\$410,538	\$95,186	\$192,941		\$40,677	\$71,982	\$9,751		
Gates	\$250,000			\$188,045	\$61,955				
SIDA	\$522,942	\$183,741	\$302,595		\$36,606				
Denmark Commission	\$430,212		\$400,097		\$30,115				
Al Dabbagh Group	\$100,000	\$69,769			\$12,506		\$1,493		\$16,232
Abraaj Group	\$99,982	\$92,983			\$6,999				
Merck	\$100,000	\$93,000			\$7,000				
Safaricom	\$50,000	\$46,500			\$3,500				
Dogan Sirketler	\$25,000	\$23,250			\$1,750				
Ladol	\$24,980	\$23,231			\$1,749				
Ericsson	\$49,970	\$46,472			\$3,498				
Aviva	\$75,000	\$23,246			\$40,289		\$11,456		
Alibaba Group	\$100,000	\$65,405			\$28,040		\$6,555		
Grundfos	\$100,000	\$93,000			\$7,000				
Investec	\$50,000	\$46,500			\$3,500				
Pearson Education	\$100,000	\$28,594		\$64,406	\$7,000				
Australia	\$365,974	\$340,356			\$25,618				
Rockefeller	\$250,000	\$232,500			\$17,500				
IFC	\$150,000	\$139,500			\$10,500				
Norway	\$250,968	\$232,500		\$901	\$17,568				
Netherlands*	\$500,000	\$406,967			\$34,997			\$58,000	
GSMA	\$100,000	\$15,462		\$77,529	\$6,999				
Temasek	\$100,000			\$93,000	\$7,000				
Mars	\$100,000	\$92,221			\$7,779				
Yara	\$100,000	\$65,647			\$41,786		\$7,433		
Olam**	\$100,000			\$18,638	\$12,160		\$17,078		
Total Budget									
Inception Phase									
Inception Phase Total	\$306,172	\$0	\$0	\$0	\$1,940	\$230,000	\$0	\$58,000	\$16,232
Resources	\$299,232	\$0	\$0	\$0	\$0	\$230,000	\$0	\$53,000	\$16,232
Inception Phase Personnel	\$63,232							\$47,000	
Consultancy & Research	\$236,000				\$0	\$230,000		\$6,000	
Travel and Event Expenses	\$6,940	\$0	\$0	\$0	\$1,940	\$0	\$0	\$5,000	\$0
2016 Davos Events	\$5,000							\$5,000	
UNGA Meeting	\$1,940				\$1,940				
Phase One - Consultation, Report Drafting and Communications									
Phase One Total	\$4,117,362	\$2,482,962	\$905,384	\$422,980	\$188,728	\$0	\$117,308	\$0	\$0
I. The Global Report	\$1,255,657	\$444,195	\$722,734	\$0	\$88,728	\$0	\$0	\$0	\$0
Resources	\$560,657	\$444,195	\$27,734	\$0	\$88,728	\$0	\$0	\$0	\$0
Global Report Lead	\$293,690	\$228,462			\$65,228				
Research Manager	\$56,054	\$37,592	\$18,462						
Senior Researcher	\$122,308	\$122,308							
Report Staff Travel and Expenses	\$88,605	\$55,833	\$9,272		\$23,500				
Consultancy & Research	\$695,000	\$0	\$695,000	\$0	\$0	\$0	\$0	\$0	\$0
Scan Research	\$695,000		\$695,000						
II. Communication and Advocacy	\$939,562	\$845,321	\$67,115	\$27,126	\$0	\$0	\$0	\$0	\$0
Resources	\$472,436	\$447,821	\$24,615	\$0	\$0	\$0	\$0	\$0	\$0
Communications Director	\$147,692	\$123,077	\$24,615						
Communications Manager	\$129,744	\$129,744							
Communications Staff Travel and Expenses	\$25,000	\$25,000							
Comms Advisory Group Travel and Expenses	\$2,000	\$2,000							
Stakeholder Engagement Specialist	\$83,000	\$83,000							
Events Manager	\$40,000	\$40,000							
Stakeholder Engagement Team Travel and Expenses	\$25,000	\$25,000							
Communication Team's Equipment	\$20,000	\$20,000							
Events and stakeholder engagement	\$92,126	\$65,000	\$0	\$27,126	\$0	\$0	\$0	\$0	\$0
Commissioner Meetings Expenses	\$50,000	\$50,000							
Advisor Group Meetings & Commissioner Calls	\$15,000	\$15,000							
ODI Executive Director Support	\$27,126			\$27,126					
Report Communication and Marketing	\$345,000	\$302,500	\$42,500	\$0	\$0	\$0	\$0	\$0	\$0
Agency Support	\$150,000	\$107,500	\$42,500						
Multi-media Activity	\$135,000	\$135,000							
Translations	\$50,000	\$50,000							
Printing and Shipping	\$10,000	\$10,000							
Report production and support	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design and Printing	\$30,000	\$30,000							
III. Program Management	\$1,922,143	\$1,193,447	\$115,535	\$395,854	\$100,000	\$0	\$117,308	\$0	\$0
Resources	\$1,597,175	\$986,769	\$33,231	\$359,867	\$100,000	\$0	\$117,308	\$0	\$0
Programme Director	\$285,000	\$285,000							
Deputy Programme Director	\$251,982			\$251,982					
Secretarial Support	\$98,462	\$73,462					\$25,000		
Chief Economist	\$138,750	\$138,750							
Commissioner Outreach Manager	\$41,538	\$41,538							
Project Manager	\$96,667	\$96,667							
Researcher	\$190,583	\$190,583							
Programme Management Team Travel and Expenses	\$226,042	\$50,000	\$33,231	\$50,504			\$92,308		
Office Space and IT Support	\$168,150	\$110,769		\$57,381					
UNF Programme Support	\$100,000				\$100,000				
Management and Administration Expenses	\$324,969	\$206,678	\$82,304	\$35,987	\$0	\$0	\$0	\$0	\$0
Inception and Phase One Total	\$4,423,533	\$2,482,962	\$905,384	\$422,980	\$190,668	\$230,000	\$117,308	\$58,000	\$16,232
Financial Management									
Fiduciary & Audit Support Total	\$357,627	\$0	\$0	\$0	\$357,627	\$0	\$0	\$0	\$0
Fiduciary	\$334,685				\$334,685				
Audit Support	\$22,942				\$22,942				
Total Overall Budget	\$4,781,161	\$2,482,962	\$905,384	\$422,980	\$548,295	\$230,000	\$117,308	\$58,000	\$16,232

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Financiële Formulieren

Financial Forms

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Kies formulier : Beoordeling Combinatie (Eind) Financiële / Inhoudelijke Rapport

Bevestig keuze



Budget plaats : DDE

Beoordeling Combinatie Financiële / Inhoudelijke (eind) Rapportage

ROUTING					
Actie	Functionaris	Naam	Datum	Paraaf	Kwalificatie
Archiveer ontvangen rapport in HP-RM (Sophia):	Budgetadministrateur	10 2 e	28-2-2017		
Registreren ontvangst in SAP:	Budgetadministrateur			10 2 e	
Beoordeling Beleidsmedewerker:	Beleidsmedewerker		01/5/17		gk
Financiële Beoordeling:	Budgetadministrateur		4/5/17		adela
Medeparaaf:	Financieel adviseur		4/5/17		Ahk
Vaststellen Beoordeling:	Afdelingshoofd				
Archiveer dit beoordelingsformulier in HP-RM (Sophia):	Budgetadministrateur				
Registreren eindkwalificatie in SAP:	Budgetadministrateur				

BASISGEGEVENS			
Naam Aanvraag:	Global Commission for Business and Susta		Kostenplaats: DDE
Businesspartner:	United Nations Foundation		Aanvraag nr.: 29034
Vestigingsplaats:	Washington		Toekenning nr.: DDE0122723
Zakenpartner nr:	30022178		Middelenbesteding: 2016101801
Looptijd toekenning:	1-1-2016	31-3-2017	Valuta: USD
Budgetplaats:	1701U03130001		Toekenningsbedrag: 500.000,00
Rapportage periode vanaf:	1-1-2016	Rapportage periode t/m:	31-3-2017
Hyperlink:	Eindrapportage I + E Click here to insert a hyperlink Click here to insert a hyperlink		
Attachment(s):	Click here to attach a file		

BEOORDELING		TOELICHTING	Kort antwoord
Betreft aanlevering			
1	Is deze rapportage gevraagd in de beschikking, bijdrageovereenkomst of arrangement?		Ja
2	Is de rapportage tijdig ontvangen? Zo niet, zijn rappellen verstuurd of sancties opgelegd om deze rapportage te verkrijgen?		Ja
Betreft aansluiting op overige documenten			
3	Sluit de startdatum en het vermelde beginsaldo van deze rapportage aan op de einddatum van de voorgaande rapportage?		
Betreft de Inhoudelijk Rapportage			
4	Is de financiële rapportage over deze periode goedgekeurd of wordt deze tegelijkertijd met dit rapportage beoordeeld?	tegelijktijd	Ja
5	Is de rapportage conform beschikking/contract opgesteld en wordt gerapporteerd over alle in het BEMO genoemde doelstellingen en resultaten? Zo nee, licht toe.		Ja
6	Worden de beheers- en beleidsrisico's voldoende afgedekt (vgl. BEMO/voorstel)?		Ja
7	Is het aan deze inhoudelijke rapportage gerelateerde jaarplan goedgekeurd?		Ja
8	Zijn vragen n.a.v. eerdere rapportages voldoende beantwoord?		N.v.t., zie toelichting
9	Stemt het beeld dat uit de inhoudelijke rapportage naar voren komt overeen met de projectvoortgang volgens begroting, financiële rapportage en/of projectbezoek?		Ja
10	** Specificeer in welke mate de in de resultentabel voorziene outputs en outcomes zijn gerealiseerd. Relateer hiervoor de vooraf gedefinieerde mijlpalen met de gerealiseerde resultaten zoals gerapporteerd in IATI.	rapport succesvol gelanceerd en outreach gedaan	
11	** Indien de betreffende output/outcome niet (geheel) is gerealiseerd, geef aan wat hiervan de invloed op de		

	realisatie van doelstellingen kan zijn (is aanpassing van de gekozen strategie c.q. verwachtingen noodzakelijk?)		
12	Specificeer in welke mate de in het BEMO / voorstel voorziene bijdragen van derden (eigen, andere donoren, doelgroep, etc.) zijn gerealiseerd.	gerealiseerde bijdragen iets meer privaat, iets minder donoren t.o.v. het bemo	<input type="text"/>
13	Zijn de betreffende bijdragen in zijn geheel ontvangen? Zo niet, geef aan wat hiervan de invloed op de realisatie van doelstellingen en resultaten kan zijn (is aanpassing van het voorstel noodzakelijk?)		Ja <input type="text"/>
14	Specificeer in welke mate de in het BEMO / voorstel voorziene output zijn gerealiseerd?	volledig (zie 10)	<input type="text"/>
15	Is de betreffende output in zijn geheel gerealiseerd? Zo niet, geef aan wat hiervan de invloed op de realisatie van doelstellingen kan zijn (is aanpassing van de gekozen strategie c.q. verwachtingen noodzakelijk?)		Ja <input type="text"/>
16	Specificeer in welke mate de in het BEMO/voorstel voorziene outcomes zijn c.q. naar verwachting zullen worden gerealiseerd.		N.v.t., zie toelichting <input type="text"/>
17	Specificeer in welke mate de uitvoerende organisatie voortgang boekt t.a.v. specifieke maatregelen / activiteiten gericht op de duurzaamheid van de activiteit.	integratie in bestaand initiatief	<input type="text"/>
18	Zijn er knelpunten?		Nee <input type="text"/>
19	Kunnen deze knelpunten door de contractpartij en/of budgethouder opgelost worden?		N.v.t., zie toelichting <input type="text"/>
20	Is er aanleiding voor het bijstellen van de doelstelling(en)?		Nee <input type="text"/>
21	Is een (eind)evaluatie gepland of uitgevoerd? Licht toe.		Nee <input type="text"/>
Betreft Partnerschappen / Allianties		GEÉN sprake van partnerschap / alliantie? Ga naar vraag 25.	
22	Komt het rapport overeen met de in contract/beschikking specifiek gemaakte afspraken? Zo nee dan aangeven op welke punten niet en welke afspraken en deadlines hierover worden gemaakt. Deze nieuwe afspraken en deadlines moeten terugkomen in de brief.		<input type="text"/>
23	Is er voldoende afstemming tussen BZ en de Post over de voortgang van de aanvraag?		<input type="text"/>
24	Is er, op landenniveau, sprake van voldoende samenwerking en afstemming van de penvoerder met de alliantiepartners en met de lokale partners, posten en andere relevante actoren?		<input type="text"/>
Betreft het algehele beeld			
25	Stemt het beeld dat uit de inhoudelijke rapportage naar voren komt overeen met de projectvoortgang zoals bekend uit de projectbezoek, financiële rapportages? Waaruit blijkt dit?		Ja, zie toelichting <input type="text"/>
Betreft de Financiële rapportage			
26	Zijn de in het bemo genoemde bijdragen van derden ontvangen? Zo niet, wat is de invloed hiervan op de realisatie van de doelstellingen en resultaten van de activiteit?	financiële rapportage geeft daar geen inzage in	Anders, zie toelichting <input type="text"/>
27	Zijn de in het bemo genoemde beheersrisico's adequaat afgedekt tot op heden?		Ja <input type="text"/>
28	Is de aan deze financiële rapportage gerelateerde (jaar) begroting goedgekeurd?	bij het voorstel	Ja <input type="text"/>
29	Sluit de rapportageperiode aan op de periode waarover een accountantsrapportage (indien gevraagd) wordt verstrekt? Zo nee, treed in overleg met de Businesspartner om dit recht te trekken.		N.v.t. <input type="text"/>
30	Komt deze financiële rapportage qua structuur (indeling kostensoorten) overeen met de laatste goedgekeurde (jaar) begroting?		Ja <input type="text"/>
31	Is deze financiële rapportage opgesteld in de valuta waarin het contract/de beschikking en bijbehorende begroting is opgesteld?		Ja <input type="text"/>
32	Zijn vragen n.a.v. eerdere rapportages voldoende beantwoord?		N.v.t., zie toelichting <input type="text"/>
33	Is de financiële rapportage rekenkundig juist? Zo niet, specificeer en meld dit aan de wederpartij.		Ja <input type="text"/>
34	Is de uitputting op hoofdkostensoort in lijn met de (jaar) begroting? Zo niet, wordt een overschrijding van (bijv. > 10%) toegelicht? Zo niet, specificeer en licht toe.	het totale budget in de rapportage is zo'n \$400.000 hoger dan in het goedgekeurde budget. dit heeft echter geen invloed op de Nlse bijdrage.	Nee, zie toelichting <input type="text"/>
35	Is de bijdrage van BZ specifiek opgenomen in de rapportage? Zo niet, geef toelichting en/of keur af.		Ja <input type="text"/>
36	Is er sprake van bankkosten en/of rente inkomsten? Zo ja, neem dit mee bij de berekening van het te verantwoorden bedrag.	betreft de rente over alle bijdragen en is niet terug te voeren naar de Nlse bijdrage	Ja, zie toelichting <input type="text"/>
37	Stemt het beeld dat uit de financiële rapportage naar voren komt overeen met de projectvoortgang volgens begroting, inhoudelijke rapportage en/of projectbezoek?		Ja, zie toelichting <input type="text"/>
Betreft verantwoording voorschot			
38	Is er sprake van onjuistheden t.a.v. het tot op heden als verantwoord berekende bedrag die tijdens de beoordeling van dit rapport bleken? Indien ja, licht toe		Nee <input type="text"/>
39	Kan er worden afgeboekt (alleen mogelijk als accountantsrapportage geen contractuele verplichting is)? Geef aan welk bedrag afgeboekt kan worden en voeg de berekening toe.	Bedrag: 498.216,00	Ja, zie toelichting <input type="text"/>

<p>Betreft betaling</p>									
40	<p>Loopt de uitputting parallel met het vastgestelde betaalschema? Zo nee, bereken de volgende tranche en pas het schema aan. Let op! Is een amendement op contract/beschikking nodig? (Bij aanpassing van een contractueel betaalschema is een amendement vereist.)</p>						<p>Ja <input type="checkbox"/></p>		
41	<p>Maand:</p>		<p>Jaar:</p>		<p>V a l u t a</p>		<p>Bedrag:</p>		
<p>Geef rechts de nieuw overeengekomen of voorgestelde mijlpalen aan; s.v.p. gesplitst naar maand indien afgesproken.</p> <p>LET OP! Bij aanpassing van een contractueel betaalschema is een volledig getekend en geregistreerd amendement op het contract/de beschikking vereist.</p>		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
		<input type="text"/>	<input type="text"/>	<input type="text"/>					
42	<p>Kan een volgende betaling plaatsvinden? Indien aanwezig, beoordeel de liquiditeitsaanvraag rekening houdend met openstaande saldo, andere opbrengsten, rente- en bankkosten. Geef aan welk bedrag betaald kan worden.</p>						<p>\$23.234</p> <p>Ja, zie toelichting <input type="checkbox"/></p>		
43	<p>Indien sprake van een invordering, vermeld hier de reden en bedrag van deze invordering:</p>						<p>N.v.t. <input type="checkbox"/></p>		
44	<p>Indien het een financiële eindrapportage betreft, vermeld hier het bedrag waarop het contract definitief wordt vastgesteld.:</p>						<p>\$498.216</p>		
<p>Overige vragen</p>									
45	<p>Overige vraag 1:</p>						<p>organisatie heeft geen \$475.000 ontvangen, maar \$474.982. Totale realisatie is \$498.216. Derhalve kan \$23.234 worden nabetaald.</p> <p><input type="checkbox"/></p>		
46	<p>Overige vraag 2:</p>						<p><input type="checkbox"/></p>		
<p>Opmerkingen</p>									
<p>Eindconclusie</p>									
47	<p>Eindkwalificatie rapportage beoordeling</p>						<p><input type="checkbox"/></p>		
48	<p>Indien rapportage is afgekeurd geef een toelichting.</p>						<p><input type="checkbox"/></p>		
49	<p>Indien rapportage is afgekeurd, geef een nieuwe signaaldatum.</p>						<p><input type="checkbox"/></p>		
50	<p>Tekst suggestie voor brief aan zakenpartner</p>						<p>Beleidsmedewerker:</p> <p>Controlling unit:</p>		
<p>Vervolgacties</p>									
<p>Actie</p>				<p>Afgehandeld</p>		<p>Behandelaar</p>			
<p><input type="checkbox"/> Brief aan businesspartner</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input type="checkbox"/> Amendement op Contract / Beschikking</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input type="checkbox"/> Slotbeschikking vaststellen / Slotbrief</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input type="checkbox"/> Betalen</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input type="checkbox"/> Afboeken en/of Herwaarden</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input type="checkbox"/> Vorderen</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			
<p><input checked="" type="checkbox"/> Archiveren: beoordeling, brief, amendement, afboeking, herwaardering, vordering in HP-RM</p>				<p><input type="checkbox"/></p>		<p><input type="checkbox"/></p>			

Afboekingsformulieren



Ministry of Foreign Affairs

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P.O. Box 20061
2500 EB The Hague
The Netherlands
<http://www.government.nl>

Contact

10 2 e

Our reference
ENV-2016.6767
MINBUZA-2017.649696

Cc

Encl.

Date 22 May 2017
Re Activity 29034 Global Commission for Business and Sustainability; final reports

Dear 10 2 e

Thank you for sending the final financial and progress report for activity no. 29034. I am pleased to inform you that I have approved this report. Attached you will find the final decision of the Grant.

Best regards,

10 2 e

Policy Officer
Sustainable Economic Development Department

DECISION

The Minister for Foreign Trade and Development Cooperation

CONSIDERING

that by letter of 1 August 2016, ref. no. MINBUZA-2016.494658 addressed to the UN Foundation, I awarded your organisation a grant not exceeding USD 500,000 for the period from 1 January 2016 to 31 March 2017,

Date

22 May 2017

Our reference

ENV-2016.6767

MINBUZA-2017.649696

that on 28 February 2017 the grant recipient submitted a request for the determination of the definitive amount of the grant for the grant period 2016-2017,

HAVING REGARD TO

article 6 of the above decision,

HAS DECIDED

that the definitive amount of the grant for the grant period 2016-2017 shall be USD 498,216.

The definitive amount of the grant was calculated in the following manner.

Total prepayment received for USD 474,982

Total expenditures USD 498,216

The prepayment of USD 475,000 can hereby be considered justified.

The remainder of USD 23,234 will be therefore transferred as soon as possible into the following account:

Beneficiary Name: Shared Resource Ctr E&F

Bank Name: SunTrust Bank

Bank Address: 1445 New York Avenue, NW, 4th Floor
Washington, DC 20005-2108

Beneficiary Account no: 908800415

ABA no: 061000104

SWIFT: SNTRUS3A

Reference: For further credit to: United Nations Foundation A/C 7927802

Yours sincerely,

10 2 e

Manager Sustainable Economic Development Department
For the Minister for Foreign Trade and Development Cooperation

Within six weeks of the date of the decision, a written objection may be lodged with the Minister for Foreign Trade and Development Cooperation, Sustainable Economic Development Department, Postbus 20061, 2500 EB Den Haag. Under section 6:5 of the General Administrative Law Act, the notice of objection must be signed and dated and include the name and address of the person submitting it, a description of the decision against which the objection is being lodged and the grounds on which it is based. Where possible a copy of the contested decision should be enclosed.

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Budget plaats DDE



AFBOEKINGSFORMULIER VOORSCHOT

(Rapportage valuta is gelijk aan contract valuta)

(single donor of Contractueel vastgestelde percentuele bijdrage)

Aanvraagnummer:	29034		
SAP Kostenplaats:	81		
Business Partner:	UN Foundations		
Business Partner nummer:	30022178		
Middelen besteding:	2016101801		
O.b.v. de volgende rapportages:	Eind Financie en Eind Inhoudelijke Rapportage <input type="checkbox"/>		
Rapportage periode van:	1-1-2016	Rapportage periode tot:	31-3-2017
Contract Valuta (CV):	USD	<input type="checkbox"/>	
HP-RM Hyperlink(s):	Click here to insert a hyperlink Click here to insert a hyperlink		
Bijlage(s):	Click here to attach a file		

CHECKLIST

Vraag	Toelichting	Antwoord
Is de inhoudelijke rapportage goedgekeurd? (Zo niet, dan kan afboeking niet plaatsvinden!)		Ja <input type="checkbox"/>
Zijn in het bemo vereisten opgenomen voor het afboeken van een voorschot? Zo ja, is hieraan voldaan?		Ja <input type="checkbox"/>
O.b.v. welke rapportage/periode is het laatst afgeboekt? Neem alle ontvangen rapportages en correcties sinds de laatste afboeking mee bij het bepalen van de nieuwe voorschottenstand.	n.v.t. 1e afboeking	<input type="checkbox"/>
	Afgeboekt t/m:	<input type="text"/>

LET OP!

Is de Rapportage valuta niet gelijk aan de Contract valuta, gebruik dan het formulier "Afboeking + Valuta omrekening".

Berekening

Omschrijving	Datum/Periode	t/m	Valuta	Bedrag
Huidig voorschotsaldo SAP:			A USD	475.000,00
Verantwoord bedrag:			B USD	475.000,00
Verantwoord bedrag:			C USD	
Verantwoord bedrag:			D USD	
Bankkosten:			E USD	
Ontvangen rente en overige inkomsten:			F USD	

Voorschottensaldo * (G=A-B-C-D-E+F) G USD 0,00

AF TE BOEKEN BEDRAG H USD 475.000,00

CONTROLEBEREKENING

Huidig voorschottensaldo SAP (CV)		I USD	475.000,00
-----------------------------------	--	-------	------------

Eind voorschottensaldo uit rapportage (RV)				J	USD	0,00
Af te boeken bedrag				K	USD	475.000,00
Verschil H - K (moet nul zijn)						0,00

BOEKINGSINSTRUCTIE SAP					
Nr	Datum	Valuta	Debet	Credit	Omschrijving: <aanvraagnummer>, Verantw., <periode>
1	4-5-2017	USD	475.000,00		
2	4-5-2017	USD		475.000,00	

	Functie	Naam	Datum	Paraaf
Opstellen:	Budgetadministrateur	10 2 e	4/5/17	10 2 e
Controle:	Financieel adviseur		4/5/17	
Registratie SAP:	Budgetadministrateur	FSD		
Autorisatie SAP:	Financieel adviseur			

*Een negatief voorschottensaldo (G) betekent:

- 1) afboeken van het openstaande voorschottensaldo tot nul
- 2) de volgende betaling doen
- 3) het restant van het verantwoorde bedrag afboeken in SAP op de nieuwe betaling onder 2)

Click here to attach a file	Comments attachments:	organisatie heeft geen USD 475.000 ontvangen, maar USD 474.982. Totale realisatie is USD 498.216. Er is sprake van een nabetaling van USD 23.234
-----------------------------	-----------------------	---

Archiveer het ondertekende en ingevulde formulier in HP-RM

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Print this page

Kies formulier: Mijlpaalbet SAP gegenereerd

Budget plaats: DDE

Beoordeling Mijlpaal Betaling GM

(SAP gegenereerd: zonder betaalverzoek/factuur)

ROUTING					
Actie	Functionaris	Naam	Datum	Paraaf	Kwalificatie
Beoordeling :	budgetadministrateur	10 2 e	4/5/17	10 2 e	akke
Akkoord/P-verklaring (BM):	Beleidsmedewerker		8/5/17		akke
Akkoord/A-verklaring (FA/CTR):	Financieel Adviseur		4/5/17		akke
Archivering HP-RM :	budgetadministrateur / FSO				

BASISGEGEVENEN			
Naam Aanvraag:	Global Commission for Business And Sustainability	Toekenning nr.:	DDE0122723
Aanvraag nr.:	29034	Middelenbesteding nr.:	2016101801
Zakenpartner:	UN Foundation	Zakenpartner nr.:	30022178
Vestigingsplaats:	W'ton	SAP Budget plaats:	1701403130001
Link HP-RM:	Click here to insert a hyperlink Click here to insert a hyperlink		
Bijlage(n):	Click here to attach a file		

BANKGEGEVENEN	
Naam:	SunTrust Bank
Branche:	
Rekening nummer:	908800415 ABA 0610001104
SWIFT/IBAN/BIC:	SNTRUS3A (FFC: United Nations Foundation A/C 797802)

ASSESSMENT	NOTES	KORT ANTWOORD
1 Heeft organisatie (tijdig) aan contractuele rapportageverplichtingen (F, I, A, JP) voldaan (ref. bemo + contract) en is hier goedkeuring op afgegeven?:		Ja
2 Is er voldaan aan evt. verdere contractuele betalingsvoorwaarden (bijv. eigen bijdrage)?:		Ja
3 Laten de tot op heden ontvangen rapportages voldoende voortgang/uitputting zien om tot betaling van deze mijlpaal over te gaan? Zo ja, ga verder met vraag 4. Zo nee, keur mijlpaalbetaling af, neem contact op met de Zakenpartner. Na overeenstemming met de Zakenpartner kunt u verder gaan met vraag 7.:		Ja

BETAAL DETAILS			
4 Te betalen bedrag	Valuta:	USD	Bedrag: 23.234,00
5 Type (voorschot/standaard)			
6 Omschrijving betaling (begin altijd met aanvraagnr. + periode, max. lengte in SAP is 80 tekens!)	DDE/29034/final payment		

MILPAAL AANPASSING					
7 Geef rechts de nieuw overeengekomen of voorgestelde mijlpalen aan; svp gesplitst naar maand indien afgesproken.	Maand:	Jaar:	V		Bedrag
			a		
LET OPI Er kan pas betaald worden als een volledig getekend en in SAP geregistreerd			u		
			t		
			a		

amendement op het contract/de beschikking aanwezig is."	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Na registratie van het getekende amendement en invulling/verwerking van vraag 7 kan overgegaan worden tot betaling: ga terug naar vraag 4,5 en 6.				
OVERIG				
8	Overige opmerkingen:			
LET OP!! Bevestig uw betaling aan uw Business partner als dit is overeengekomen.				



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MINBUZA-2017.649696

Cc

Encl.

Date 22 May 2017
Re Activity 29034 Global Commission for Business and Sustainability; final reports

Dear Mr. 10 2 e

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Best regards,

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Policy Officer
Sustainable Economic Development Department

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CONSIDERING

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Date

22 May 2017

Our reference

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MINBUZA-2017.649696

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Reference: For further credit to: United Nations Foundation A/C 7927802

Yours sincerely,

102 e

Manager Sustainable Economic Development Department
For the Minister for Foreign Trade and Development Cooperation

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SWIFT: SNTRUS3A

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For the Minister for Foreign Trade and Development Cooperation

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UNITED NATIONS FOUNDATION

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USA

June 23, 2017

10 2 e

Sustainable Economic Development Department
Ministry of Foreign Affairs
P.O. Box 20061
2500 EB The Hague
The Netherlands

10 2 e

On behalf of the Business and Sustainable Development Commission, the United Nations Foundation is pleased to share with you the final narrative and financial report for The Netherlands Ministry of Foreign Affairs' contribution of \$498,196.00.

These funds, used between January 1, 2016 and March 31, 2017, provided crucial support for the Commission's early work, including Commissioner engagement, research and writing for the "Better Business, Better World" report, and management of the core Secretariat functions. The Commission is an international initiative that brings together leaders from business, the public sector, and civil society to "make the business case" for sustainable development and spur innovative thinking and solutions for the most pressing sustainability challenges.

The United Nations Foundation serves as the fiduciary agent for the Commission and works with the Commission and its implementing partners to ensure robust financial management and timely reporting to funders.

Thank you again for your support of this important work, and please let me know if you have any questions or concerns.

With best wishes,

Sincerely yours

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Final Report

1. Project Context

As disruptive innovations are breaking new ground and transforming business models in health, education, mobility, agriculture and energy, they are challenging the status quo of industries, from fossil fuels to fashion. But the private sector needs to accelerate inclusive growth and drive sustainability at a far greater speed and scale than it has to date. The Business and Sustainable Development Commission, launched in January 2016 at the World Economic Forum (WEF) in Davos, aimed to accelerate this market transformation and advance the world's transition to a more prosperous, sustainable economy. ^[1]_{SEP}

The core of our mission has been to make a powerful case – supported by sound evidence, rigorous research, and compelling real-world examples – for why business leaders should seize upon sustainable development as the greatest opportunity of a lifetime and how the Sustainable Development Goals (SDGs) provide the private sector with a framework for achieving this market shift. The Commission's flagship report, launched in January 2017, serves as the foundation from which we will launch a number of activities to inspire and mobilize a growing number of business leaders to align their companies with social and environmental impact.

2. Key Achievements: January 1, 2016 – March 31, 2017

Commissioner Recruitment

- Recruitment of [37 Commissioners](#) in total.

Report Development

- Four key report areas established (why business should engage; new business models; new finance models; and a new social contract between governments, business, and society) and research for each commissioned;
- Creation of a [Research Advisory Group](#) to support content development and provide expert insight and advice;
- All [commissioned research papers](#) submitted by the end of the summer;
- Working groups on finance, leadership, market transformation, advocacy, a just transition and innovation (each comprised of a number of Commissioners, members of the Steering Committee, and other experts) established, with two meetings held for each, to explore these areas in more detail for the report and to consider potential workstreams for 2017. The working groups aimed to: 1.) Provide inputs to the report draft that were sufficient to develop the final version; 2.) Create a plan of attack to make each issue-area specific and actionable; and 3.) Help develop a draft Commission business plan for 2017. The results were fed into the report's final draft and helped form the recommendations at the business, sector, and Commission levels in 2017;

- Synthesis paper submitted in time for first Commissioner meeting in July 2016 and first draft of final report submitted in time for second Commissioner meeting in November 2016;
- [Final report](#) and associated microsite launched at WEF Davos 2017 and;
- Launch of [10-minute film](#) in partnership with The Economist to supplement and enhance report engagement.

Stakeholder Engagement

Stakeholders include Commissioners and their representatives, Steering Committee members, and Research Advisory Group members, as well as partner organisations such as WBCSD, The B Team, the UN Foundation, and ODI. They also include funders and supporters, including funder governments, philanthropic organizations, and Commissioner-represented companies.

Our Commissioners and their representatives were engaged throughout the research process through a variety of methods including 1:1 conversations, roundtable discussions, and two face-to-face meetings in July and November. We held four meetings of the Steering Committee throughout the year and held numerous 1:1 discussions with members of the Research Advisory Group.

In the autumn, we convened six working groups who addressed aspects of the report, including innovation, leadership, market transformation, long-term finance, a just transition, and political advocacy. These groups were comprised of Commissioners and other experts in their respective fields and each met twice, with separate 1:1 conversations held with others outside of the formal working group arrangements.

The Commission participated in panels and ran side meetings/break-out sessions during the following events over the course of the past year. Events were selected according to various criteria, including business events represented by existing Commissioners (or where several Commissioners were planning to be in attendance, such as during UNGA week in New York), events relevant to an issue or issues covered in the report, and business groupings where our key audience of CEOs and senior business leaders were to be gathered (i.e. WBCSD Annual Meeting, WEF Annual Meeting, etc.):

- *The Crowd*, April 11, 2016, London;
- *UN High Level Thematic Debate on Achieving the SDGs*, April 21, 2016, New York;
- *World Business Council for Sustainable Development Liaison Delegate Meeting*, April 11-14, 2016, Montreux;
- *Global Green Growth Forum*, June 6-7, 2016, Copenhagen;
- *UN Global Compact Leaders Summit*, June 22-23, 2016, New York;
- *UN General Assembly Week*, September 19-23, 2016 New York; and
- *World Economic Forum Annual Meeting*, January 17-20, 2017, Davos.

In addition, the Commission has had representation, via the attendance of Commissioners, at other key events, including:

- *Business for Peace*, May 3, 2016, Oslo;
- *WEF Africa*, May 11-13, 2016, Kigali;
- *Philanthropreneurship Forum*, January 16, 2017, Vienna; and
- *Unilever Sustainable Living Day*, London.

Beneficiary Reach

The key targets and beneficiaries of the report are CEOs and business leaders across all sectors as this movement of CEOs will enable more business engagement in the achievement of the SDGs through the core business activities of companies.

Throughout 2016, we worked to maximize the impact that the report would have, culminating in the following achievements:

- Successful launch of the Commission at WEF Davos 2016 with many Commissioners present;
- Launch of new branding identity (transition from Global Commission on Business and Sustainable Development to Business and Sustainable Development Commission);
- Launch of new content-driven [website](#);
- Commissioner media hits around events and op-eds, including:
 - Africa Business Daily, [“What the iconic Jacaranda tree is telling business”](#) by Bob Collymore
 - BusinessGreen, [“Sustainable business is a \\$12 trillion opportunity”](#) (news article);
 - Chosun Ilbo, [“Korean companies' trust at stake... Need to be transparent, honest and fair to survive”](#) by Lord Mark Malloch-Brown
 - CNN Money, [“Globalization can be remade to work for everyone”](#) by Lord Mark Malloch-Brown
 - Devex, [“Wanted: A New Mindset for CEOs”](#) by Frederic Sire
 - Forbes, [“How to Unlock 12 Trillion Opportunity”](#) by Amy Jadesimi
 - Huffington Post, [“Water for anyone – at any price”](#) by Mads Nipper
 - Independent.co.uk, [“Business leaders say they must do more to make poverty history, but Oxfam says actions speak louder than words”](#) (news article)
 - Project Syndicate, [“The Economic Policy Trump Should Pursue”](#) by Lord Mark Malloch-Brown
 - The Guardian, [“Sustainability must create good jobs”](#), by Sharan Burrow
 - The Hill, [“Sustainable development needs sustainable finance”](#) by Gavin Wilson
 - The World Weekly, [“Businesses could reap trillions through sustainable agriculture investment”](#) (news article)
 - Virgin, [“From the price of growth to the price of sustainability”](#) by Richard Branson; and
- Meetings between Mark Malloch-Brown, Commission Chair, and news outlets, including The Wall Street Journal and The Economist.

As a result of these efforts, we were well-prepared for the launch of our [“Better Business, Better World”](#) report at the WEF Annual Meeting in January 2017. Early results of the report’s launch are as follows:

- Since January 16, 2017, we have had **over 18,000 visitors to the report site** with more than 1/4 of these visitors downloading the report. Visitors hail from more than 170 countries. Google Analytics indicates a breakdown as follows:
 - We have now had 18,000 users to the site;
 - 38% are from the US and UK with the rest of the top 10 countries for report readers being India, Denmark, France, Switzerland, Netherlands, Australia, Germany, and Canada. Language data shows similar results;
 - 35% of readers are millennials, with the 35-54 age bracket comprising 40% of remaining readers;
 - Using Interests in Google Analytics, our readers are profiled as: Avid Investors, Travel Buffs, Business Professionals, News Junkies/Political News Junkies, and News Junkies/Business & Economic News Junkies;
 - Roughly half of our readers found the report by search engines, site referrals, and social media split fairly evenly. The other half found the report through direct URLs or un-trackable methods;
- We have earned **more than 630 media hits across 40 countries in 19 languages**, including some of the biggest outlets in China, India, and Korea, as well as coverage in CNN and Reuters, which was picked up by CNBC and the New York Times;
- **Over 10% of site visitors came from social media**, including Twitter, Facebook, and LinkedIn. During the week of the launch, this was 20% and – according to Google Analytics – our best channel to attract readers;
- Our campaign #betterbiz has had **more than 84 million impressions on social media**, including 41 million in the first day. For context, this was over 7 million impressions better than an average day for the SDGs worldwide;
- In partnership with The Economist Films, [“The Earth Circle”](#) film that explores our framings in the practices of sustainable businesses in Japan, the Philippines, and the Netherlands **has passed over 2.6 million views** across all social media and The Economist channels. Our benchmark was 1 million views. 69% of all views came from Facebook, where the film’s engagement was 7 times higher than the average newspaper’s Facebook engagement; and
- Across the Commission’s own smaller network, the Commission’s mini-documentary – [“Sustaining Your World”](#) – received **nearly 3,000 views on all channels from nearly 70 countries**. Combined, viewers have watched “Sustaining Your World” for over 206 hours, engaging in the video an average of 4.5 minutes; by comparison, most online video viewers will stop watching a video between 1-2 minutes.

Governance

- Set up and held four Steering Committee meetings;
- Set up and held four supporting countries committee meetings (these eventually became joint Steering Committee and supporting country calls); and
- Set up and held two Audit Committee calls.

3. Challenges and Lessons Learned

<i>Challenge</i>	<i>Action taken</i>
Keeping Commissioners engaged and informed	<p>Given that the Commissioners were CEOs of multinational companies with many other concerns to contend with, the challenge of keeping them engaged with the Commission's work and report development was paramount. To maintain their interest and involvement, a series of engagement opportunities were identified and personal relationships prioritized. The key to success was in adopting these methods on a regular basis and keeping a log of individual interests and preferences. This ensured that we provided interesting and targeted content and information to Commissioners wherever possible. Our engagement approaches included:</p> <ul style="list-style-type: none"> • Monthly Commissioner newsletter provided information on opportunities available to Commissioners to support the Commission, research updates, report progress, etc. • Regular 1:1 calls and face-to-face meetings set up to engage Commissioners and their sherpas on specific interests and requests • Following up on specific feedback from Commissioners about how they would like to be engaged • Identifying and utilizing events when multiple Commissioners will be present to engage in discussion about the Commission's impact
Wide geographical nature of the core team	<p>Our core team were based across Europe, Africa, and the US. To maintain momentum and ensure clarity of approach and focus, we initiated a regular program of communications and interactions, including:</p> <ul style="list-style-type: none"> • Weekly team calls to ensure consistency and stability • Face-to-face meetings aligned with key moments
Agreeing on structure and format of report given broad subject matter	<p>This was addressed by regular meetings between key Secretariat staff and consistent engagement with key stakeholders. Our Steering Committee meetings and 1:1 calls with Research Advisory Group members and between the project team were helpful components of this effort, as were our two Commissioner meetings and the inputs from the working groups in focusing on where the thrust of the report should lie.</p>

4. Impact – 2017 Achievements

As a direct result of the report's key recommendations, the Commission is focused in 2017 on moving forward four key work streams, including reaching the next 1000 CEOs, targeted work on food and land use, blended finance, and corporate benchmarking.

The Next 1000 CEOs

The wide engagement with the report globally has raised awareness of the business case for the SDGs. We have pushed the messages of the report up the business agenda, and the launch of the report is seen as the starting point for a year-long outreach process to business leaders. Concrete changes will take time to embed themselves, but examples that we are using to encourage business leaders to create real change include asking CEOs and business leaders to:

- Read the BSDC report and publicly show their agreement with the business case for the SDGs. Specifically, we encourage CEOs to include this perspective in their investor engagement;
- Appoint a board member and hold a board session on how to mainstream the SDGs to drive growth, improve productivity, and lower risks;
- Establish and publish targets which commit their companies to transforming their social and environmental footprints in line with the most relevant SDGs;
- Commit to a leadership program which makes “purpose” and leading for sustainable outcomes central to professional advancement;
- Review key policy and regulatory positions to ensure they support SDG delivery; and
- Link executive compensation meaningfully to SDG-related corporate performance.

There is continued excitement for the Commission’s work extending into a second year. In addition to reaching out to their direct networks on the report’s findings, many of the Commissioners have already hosted, co-hosted, and participated in over 20 events to date in 2017, both within their own sectors regionally and globally, and have spoken on the report’s findings to those audiences. In their personal outreach, the BSDC Commissioners have reached out to almost 400 C-suite business leaders in their industries and/or countries with the report’s messages, hosting small dinners, lunches, bilateral meetings, or minor round tables.

Throughout 2017, our aim is to not only to disseminate report findings but also to engage business leaders in real action on the SDGs. Our objectives are to:

- Support our Commissioners’ 1-1 outreach with template letters, promotional materials, talking points, and support at their events;
- Build the narrative and promote the messages of the report through traditional, business, and social media;
- Build and identify the engaged community, sharing actions that business can take to engage in our agenda and collecting examples of new business action on the SDGs; and
- Engage with our partner member organizations (i.e. WBCSD, The B Team, UNGC, We Mean Business, etc.) to share the content and messages of the report.

Events

Through speaking opportunities, we have carried the BSDC message at over 20 international events (each with significant media outreach) to date, joined by Commissioners at every opportunity, with a further 20 events planned, including during the UN General Assembly in New York in September 2017 and at WEF Davos 2018).

Regional Reports

We have published region specific versions of the report in:

- [Africa](#) – launched 23rd February, 2017, in Nairobi;
- [India](#) – launched 26th April, 2017, in New Delhi; and
- [Asia](#) – launched 5th June, 2017, in Singapore.

There is also the potential for additional reports on the Middle East and South America, as well as a deeper dive in Africa with more investment analyst support.

Food and Land-Use Coalition (FOLU)

The Commission is working in partnership with SDSN/IIASA, EAT, NCE, WRI, and WBCSD to transform a variety of sectors in the food and land space through a new coalition. To this end, these organizations have formed a joint Secretariat with overall responsibility for program strategy and design, implementation model, stakeholder engagement, and financial management. The FOLU coalition is backed by a solid group of potential funders, including the Norwegian, Swedish and Swiss governments, a set of major foundations, and resources from leading private businesses.

Blended Finance

The purpose of the BSDC Blended Finance Taskforce is to develop a report and set of recommendations by January 2018, covering the following areas:

- A roadmap to close half the SDG finance gap, showing in practice how to mobilize at least \$1 trillion per year of private institutional capital toward global sustainable infrastructure, based on a minimum 10:1 ratio of private to public capital;
- Clear principles and best practices for how public finance institutions can deploy blended finance tools to crowd in mainstream private capital and how host governments can strengthen their ability to attract blended finance from public (including MDB and DFI) and private sources; and
- Metrics to track success over time.

SDG Benchmarks

A coalition of actors are collaborating to establish the World Benchmarking Alliance as a new global institution that would fund, house and safeguard the quality of SDG related corporate benchmarks.

The coalition is drawing on public sector experience through the British and Dutch governments; a range of corporations and investors through the Business & Sustainable Development Commission; deep corporate benchmarking expertise through Aviva plc, Index Initiative and the Corporate Human Rights Benchmark; and civil society representation through the UN Foundation. The coalition will be inclusive and will feature an extensive series of global and regional consultations to advise on institutional design, benchmark principles, and longer term funding of the initiative.

5. Financial Report and Narrative

Please see page ten (10) for the final income statement of The Netherlands Ministry of Foreign Affairs' contribution. Please also see the attached document for the final financial report outlining expenditures incurred by the Commission, outlined against the overall project budget, for which funds contributed by The Netherlands Ministry of Foreign Affairs were allocated.

Overall, the total amount expended for the project was under budget by approximately \$136,514, representing a 3% variance in projected expenses. Variances on specific line items to be aware of include:

The Global Report

Expenses for the global report were approximately \$190,809 under budget. The majority of the underspend in this work stream was due to lower than expected costs for resources, including personnel costs for the Global Report Lead and Senior Researcher, as well as staff travel and expenses. Personnel expenses for the Research Manager were approximately \$15,049 higher than expected.

Communications and Advocacy

Expenses for communications and advocacy were approximately \$7,046 under budget. The underspend in this work stream was largely due to lower than expected costs for resources, including zero spending for communications advisory group travel and expenses, as well as communication team equipment; events and stakeholder management; and report production and support. Report communications and marketing expenses were approximately \$60,663 higher than expected – largely due to agency support costs that were approximately \$42,640 higher than expected and multi-media costs that were approximately \$36,600 higher than expected – as well as printing and shipping costs that greatly exceeded the expected costs by approximately \$21,081.

Program Management

Expenses for program management were approximately \$21,044 over budget. Notably, this overspend was due to an approximately \$27,682 increase in administrative and Commissioner engagement support required, as well as an approximately \$77,750 increase in high-level support required for working groups and report development (Chief Economist budget line). There was also an approximately \$16,178 increase in office space and IT support expenses and an approximately \$32,097 increase in expected costs

for management and administration expenses due to extra support required for the Commissioner working groups. These increases in costs were offset, however, by an approximately \$116,205 decrease in expected costs for team travel and expenses and an approximately \$33,105 decrease in expected costs for the Deputy Program Manager.

Fiduciary and Audit Support

Expenses for fiduciary and audit support were approximately \$40,298 over budget. Notably, this is due to higher than expected anticipated audit costs for implementing partners (i.e. UN Foundation, SystemiQ, and GAP) due to donor requirements in the amount of approximately \$42,433.

United Nations Foundation
Financial Report - Statement of Cash Balance
 Project: Business and Sustainable Development Commission
 Prepared for: The Netherlands Ministry of Foreign Affairs
 January 1, 2016 - March 31, 2017

	<u>Cumulative</u>
The Netherland Ministry of Foreign Affairs Contribution	\$498,196
SystemiQ Grant - Payments 4 & 5	\$406,967
The B Team Grant	\$58,000
7% Over Head Fee	\$33,249
The Netherlands Ministry of Foreign Affairs Funds Balance*	(\$20)

**Negative balance reflects an unexpected \$20 wire transfer fee on receipt of second payment by The Netherlands Ministry of Foreign Affairs. As UNF allocated expenses prior to receiving the second payment, UNF will absorb the cost of the \$20 wire transfer fee.*

Business and Sustainable Development Commission

	Total Budget						Per Workstream											
As of 1.31.17	Total Budget	Total (Actuals)	Total (Forecast)	Total Expected (Actuals + Forecast)	Total Variance	Percentage of Variance	SystemIQ (Actuals)	SystemIQ (Forecast)	GAP (Actuals)	GAP (Forecast)	ODI (Actuals)	UNF (Actuals)	UNF (Forecast)	McKinsey (Actuals)	St. Leonard's (Actuals)	B-Team (Actuals)	WBCSD (Actual)	
Allocation of Revenue*		\$4,773,923	\$41,500	\$4,750,259	\$23,664	0%	\$2,492,743	\$6,400	\$895,633	\$5,100	\$442,519	\$510,981	\$30,000	\$230,000	\$62,652	\$58,000	\$16,232	
Third Party Funding		\$4,275,727	\$41,500	\$4,252,043	\$23,684	1%	\$2,085,776	\$6,400	\$895,633	\$5,100	\$442,519	\$477,732	\$30,000	\$230,000	\$62,652	\$0	\$16,232	
Netherlands**		\$498,196		\$498,216	-\$20	0%	\$406,967					\$33,249				\$58,000		
As of 1.31.17	Total Budget	Total (Actuals)	Total (Forecast)	Total (Expected)	Total Variance	Percentage of Variance	SystemIQ (Actuals)	SystemIQ (Forecast)	GAP (Actuals)	GAP (Forecast)	ODI (Actuals)	UNF (Actuals)	UNF (Forecast)	McKinsey (Actuals)	St. Leonard's (Actuals)	B-Team (Actuals)	WBCSD (Actual)	
Inception Phase																		
Inception Phase Total	\$306,172	\$306,172		\$306,172	\$0	\$0	\$0		\$0		\$0	\$1,940		\$230,000	\$0	\$58,000	\$16,232	
Resources	\$246,232	\$246,232		\$246,232	\$0	0%	\$0		\$0		\$0	\$0		\$230,000	\$0	\$0	\$16,232	
Inception Phase Personnel	\$16,232	\$16,232		\$16,232	\$0	0%											\$16,232	
Consultancy & Research	\$230,000	\$230,000		\$230,000	\$0	0%								\$230,000				
Travel and Event Expenses	\$59,940	\$59,940		\$59,940	\$0	0%	\$0		\$0		\$0	\$1,940		\$0	\$0	\$58,000	\$0	
2016 Davos Events	\$8,000	\$8,000		\$8,000	\$0	0%											\$8,000	
UNGA Meeting	\$51,940	\$51,940		\$51,940	\$0	0%						\$1,940				\$50,000		
Phase One - Consultation, Report Drafting and Communications																		
Phase One Total	\$4,146,681	\$3,969,870		\$3,969,870	-\$176,812	\$0	\$2,467,297		\$895,604		\$391,703	\$152,614		\$0	\$62,652	\$0	\$0	
I. The Global Report	\$1,255,657	\$1,064,847		\$1,064,847	-\$190,809	-15%	\$319,734		\$692,468		\$0	\$52,645		\$0	\$0	\$0	\$0	
Resources	\$560,657	\$380,886		\$380,886	-\$179,770	-32%	\$319,734		\$8,507		\$0	\$52,645		\$0	\$0	\$0	\$0	
Global Report Lead	\$293,690	\$177,020		\$177,020	-\$116,670	-40%	\$125,148				\$51,872							
Research Manager	\$56,054	\$71,103		\$71,103	\$15,049	27%			\$8,507									
Senior Researcher	\$122,308	\$74,088		\$74,088	-\$48,220	-39%	\$74,088											
Report Staff Travel and Expenses	\$88,605	\$58,676		\$58,676	-\$29,929	-34%	\$57,902					\$774						
Consultancy & Research	\$695,000	\$683,961		\$683,961	-\$11,039	-2%	\$0		\$683,961		\$0	\$0		\$0	\$0	\$0	\$0	
Scan Research	\$695,000	\$683,961		\$683,961	-\$11,039	-2%			\$683,961									
II. Communication and Advocacy	\$949,343	\$942,297		\$942,297	-\$7,046	-1%	\$849,126		\$66,045		\$27,126	\$0		\$0	\$0	\$0	\$0	
Resources	\$472,436	\$445,397		\$445,397	-\$27,039	-6%	\$424,371		\$21,026		\$0	\$0		\$0	\$0	\$0	\$0	
Communications Director	\$147,692	\$128,484		\$128,484	-\$19,208	-13%	\$107,458		\$21,026									
Communications Manager	\$129,744	\$136,146		\$136,146	\$6,403	5%	\$136,146											
Communications Staff Travel and Expenses	\$25,000	\$28,157		\$28,157	\$3,157	13%	\$28,157											
Comms Advisory Group Travel and Expenses	\$2,000	\$0		\$0	-\$2,000	-100%	\$0											
Stakeholder Engagement Specialist	\$83,000	\$91,641		\$91,641	\$8,641	10%	\$91,641											
Events Manager	\$40,000	\$36,246		\$36,246	-\$3,754	-9%	\$36,246											
Stakeholder Engagement Team Travel and Expenses	\$25,000	\$24,722		\$24,722	-\$278	-1%	\$24,722											
Communication Team's Equipment	\$20,000	\$0		\$0	-\$20,000	-100%	\$0											
Events and stakeholder engagement	\$92,126	\$72,632		\$72,632	-\$19,494	-21%	\$45,506		\$0		\$27,126	\$0		\$0	\$0	\$0	\$0	
Commissioner Meetings Expenses	\$50,000	\$38,254		\$38,254	-\$11,746	-23%	\$38,254											
Advisor Group Meetings & Commissioner Calls	\$15,000	\$7,252		\$7,252	-\$7,748	-52%	\$7,252											
ODI Executive Director Support	\$27,126	\$27,126		\$27,126	\$0	0%					\$27,126							
Report Communication and Marketing	\$354,781	\$415,443		\$415,443	\$60,663	17%	\$370,424		\$45,019		\$0	\$0		\$0	\$0	\$0	\$0	
Agency Support	\$159,781	\$202,421		\$202,421	\$42,640	27%	\$157,402		\$45,019									
Multi-media Activity	\$135,000	\$171,600		\$171,600	\$36,600	27%	\$171,600											
Translations	\$50,000	\$10,342		\$10,342	-\$39,658	-79%	\$10,342											
Printing and Shipping	\$10,000	\$31,081		\$31,081	\$21,081	211%	\$31,081											
Report production and support	\$30,000	\$8,825		\$8,825	-\$21,175	-71%	\$8,825		\$0		\$0	\$0		\$0	\$0	\$0	\$0	
Design and Printing	\$30,000	\$8,825		\$8,825	-\$21,175	-71%	\$8,825											
III. Program Management	\$1,941,682	\$1,962,726		\$1,962,726	\$21,044	1%	\$1,298,437		\$137,091		\$364,577	\$99,968		\$0	\$62,652	\$0	\$0	
Resources	\$1,614,938	\$1,603,885		\$1,603,885	-\$11,053	-1%	\$1,063,437		\$46,393		\$331,434	\$99,968		\$0	\$62,652	\$0	\$0	
Programme Director	\$285,000	\$306,375		\$306,375	\$21,375	8%	\$306,375											
Deputy Programme Director	\$269,745	\$236,640		\$236,640	-\$33,105	-12%					\$236,640							
Secretarial Support	\$98,462	\$126,143		\$126,143	\$27,682	28%	\$97,904		\$10,239						\$18,000			
Chief Economist	\$138,750	\$216,500		\$216,500	\$77,750	56%	\$216,500											
Commissioner Outreach Manager	\$41,538	\$38,177		\$38,177	-\$3,361	-8%												
Project Manager	\$96,667	\$92,915		\$92,915	-\$3,752	-4%	\$63,684		\$29,231									
Researcher	\$190,583	\$193,000		\$193,000	\$2,417	1%	\$193,000											
Programme Management Team Travel and Expenses	\$226,042	\$109,837		\$109,837	-\$116,205	-51%					\$37,413				\$44,652			
Office Space and IT Support	\$168,150	\$184,329		\$184,329	\$16,178	10%	\$120,025		\$6,923		\$57,381							
UNF Programme Support	\$100,000	\$99,968		\$99,968	-\$32	0%						\$99,968						
Management and Administration Expenses	\$326,745	\$358,841		\$358,841	\$32,097	10%	\$235,000		\$90,698		\$33,143	\$0		\$0	\$0	\$0	\$0	
Inception and Phase One Total	\$4,452,853	\$4,276,042		\$4,276,042	-\$176,812	-4%	\$2,467,297		\$895,604		\$391,703	\$154,554		\$230,000	\$62,652	\$58,000	\$16,232	
Financial Management																		
Fiduciary & Audit Support Total	\$357,627	\$356,425	\$41,500	\$397,925	\$40,298	11%	\$0		\$0		\$0	\$356,425	\$30,000	\$0	\$0	\$0	\$0	
Fiduciary	\$334,685	\$332,550		\$332,550	-\$2,136	-1%						\$332,550						
Audit Support	\$22,942	\$23,875	\$41,500	\$65,375	\$42,433	185%		\$6,400		\$5,100		\$23,875	\$30,000					
Total Overall Expended	\$4,810,481	\$4,632,467	\$41,500	\$4,673,967	-\$136,514	-3%	\$2,467,297	\$6,400	\$895,604	\$5,100	\$391,703	\$510,979	\$30,000	\$230,000	\$62,652	\$58,000	\$16,232	

*Interest earned on the entire grant period is approximately \$1,864

** Interest accrued on the Dutch Ministry's contribution is approximately \$254

Activiteit 29034

Aantekening bij definitieve eindrapportage en vaststellingsbeschikking

Op 22 mei 2017 werd de vaststellingsbeschikking verzonden per abuis o.b.v. de interim-eind-rapportage over de gehele looptijd, welke ingezonden was als 'final grant document'.

Heden, 29 mei 2017, is de definitieve eindrapportage ontvangen. Er zijn geen aanpassingen v.w.b. inhoud en de totale uitgaven, deze zijn gelijk gebleven aan de cijfers gepresenteerd in de interim rapportage, nl. \$ 498.216. Wel geeft UN-foundation aan de laatste tranche (slotbetaling) ontvangen te hebben. De totale ontvangst wijkt echter ook nu, evenals in de interim rapportage, iets (\$38,--) af van wat er is overgemaakt, wellicht bankkosten.

Overgemaakt: \$ 498.234; ontvangen: \$ 498.196 – uitgaven \$ 498.216 = -\$20,-- dit tekort zal door de UN Foundation worden gedragen.

Aangezien er in de realisatiecijfers geen wijzigingen zijn opgetreden, wordt het niet nodig geacht een herziene vaststellingsbeschikking op te stellen.

10 2 e

29/6/17

Voor akkoord:

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BM: 10 2 e

CU: 10 2 e

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11/07/17