TAN - SAFEGUARDING POLICY

Leadership • Youth • Development

1. Policy Statement

Transform Africa Now (TAN) is committed to safeguarding and promoting the welfare of all individuals involved in its activities, particularly **children, young people and vulnerable adults**.

We believe that everyone has the right to be protected from harm, abuse and exploitation, regardless of age, background or circumstance.

TAN takes its safeguarding responsibilities seriously and is committed to ensuring that all activities are conducted in a safe, respectful and supportive environment.

2. Purpose of the Policy

This policy outlines TAN's commitment to safeguarding and provides a framework to:

- protect children, young people and vulnerable adults
- promote safe practices in all programmes and activities
- ensure appropriate action is taken in the event of concerns
- provide clear guidance for staff, volunteers and partners

3. Scope

This policy applies to:

- all staff and directors
- volunteers and mentors

• partners and collaborators
• anyone representing Transform Africa Now

It applies to all activities, including:

• mentorship sessions
• workshops and training
• community engagement
• online interactions

4. Definitions

Child

Any person under the age of 18.

Vulnerable Adult

An individual aged 18 or over who may require additional support due to personal circumstances.

Safeguarding

The process of protecting individuals from harm, abuse or neglect.

5. Safeguarding Principles

Transform Africa Now is guided by the following principles:

• the welfare of the individual is paramount
• all individuals have the right to protection from harm
• safeguarding is everyone's responsibility
• concerns must be taken seriously and acted upon

promptly
• confidentiality must be respected where appropriate

6. Roles and Responsibilities

Board of Directors

The Board is responsible for:

• ensuring safeguarding policies are in place
• overseeing implementation and compliance
• ensuring accountability

Safeguarding Lead

TAN will appoint a Safeguarding Lead responsible for:

• managing safeguarding concerns
• providing guidance to staff and volunteers
• ensuring appropriate action is taken
• maintaining safeguarding records

Staff and Volunteers

All staff and volunteers are responsible for:

• adhering to safeguarding policies
• maintaining appropriate boundaries
• reporting concerns immediately
• promoting a safe environment

7. Code of Conduct

All individuals representing TAN must:

• treat all participants with respect and dignity
• maintain appropriate professional boundaries
• avoid inappropriate physical or emotional behaviour
• not engage in any form of abuse or exploitation
• act in a manner that reflects the organisation’s values

8. Safeguarding Practices

Transform Africa Now will:

• ensure safe recruitment practices where applicable
• provide safeguarding awareness guidance
• conduct activities in safe environments
• maintain appropriate supervision during sessions
• ensure online safety during virtual engagements

9. Reporting Concerns

Any safeguarding concern must be reported immediately.

Steps to Follow:

1. Record the concern clearly and factually
2. Report to the Safeguarding Lead or Director
3. Do not investigate independently
4. Maintain confidentiality

Where necessary, concerns may be referred to relevant authorities.

10. Confidentiality

Safeguarding information will be handled sensitively and shared only with those who need to know.

Confidentiality will not prevent action where there is a risk of harm.

11. Responding to Concerns

Transform Africa Now will:

- take all concerns seriously
- respond promptly and appropriately
- ensure the safety of the individual
- follow relevant reporting procedures

12. Online Safeguarding

For online activities, TAN will:

- ensure appropriate communication boundaries
- avoid private or inappropriate messaging
- use secure platforms for engagement
- monitor interactions where necessary

13. Training and Awareness

TAN will promote safeguarding awareness among:

- staff and volunteers
- mentors and facilitators

Training will be proportionate to the organisation's activities.

14. Policy Review

This policy will be reviewed annually to ensure it remains relevant and effective.

15. Declaration

Transform Africa Now is committed to creating a safe environment for all individuals and ensuring that safeguarding is embedded in all aspects of its work.

Contact for Safeguarding Matters

Africanus Annan
Founder & Director
Transform Africa Now

Email: info@transformafricanow.org
Telephone: 07405208060
Location: United Kingdom

TAN – GENERAL DATA PROTECTION POLICY (GDPR)

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1. Policy Statement

Transform Africa Now (TAN) is committed to protecting personal data and ensuring compliance with the **UK General Data Protection Regulation (UK GDPR)** and the **Data Protection Act 2018**.

2. Purpose

This policy ensures that personal data is:

- processed lawfully, fairly and transparently
- collected for specific and legitimate purposes
- kept secure and confidential

3. Data We May Collect

TAN may collect:

- names and contact details
- participant information (mentorship programmes)
- volunteer and partner information
- communication records

4. Use of Data

Data will be used for:

- programme delivery
- communication with participants and partners
- organisational administration

5. Data Protection Principles

TAN adheres to the following principles:

• data minimisation
• accuracy
• storage limitation
• integrity and confidentiality

6. Data Security

TAN ensures that:

• data is stored securely
• access is restricted
• appropriate measures are in place to prevent unauthorised access

7. Data Retention

Personal data will only be retained for as long as necessary.

8. Individual Rights

Individuals have the right to:

• access their data
• request correction
• request deletion (where applicable)

9. Contact

For data protection matters:

Email: info@transformafricanow.org

TAN - RISK & COMPLIANCE POLICY

1. Policy Statement

Transform Africa Now (TAN) is committed to identifying, managing and mitigating risks to ensure effective and responsible operation.

2. Purpose

This policy provides a framework to:

• identify organisational risks
• implement controls
• ensure compliance with legal and regulatory requirements

3. Key Risk Areas

Operational Risk

Risks related to programme delivery and activities.

Financial Risk

Risks relating to misuse of funds or financial mismanagement.

Reputational Risk

Risks affecting the organisation's credibility and public trust.

Safeguarding Risk

Risks relating to harm or misconduct involving participants.

4. Risk Mitigation Measures

TAN will:

- maintain financial controls
- implement safeguarding procedures
- ensure proper governance oversight
- document and review activities

5. Compliance

TAN will comply with:

- UK laws and regulations
- safeguarding standards
- financial accountability requirements

6. Monitoring and Review

Risks will be reviewed periodically and appropriate actions taken.

7. Responsibility

The Board of Directors is responsible for overseeing risk and compliance.

TAN – FINANCIAL CONTROL POLICY

1. Policy Statement

Transform Africa Now (TAN) is committed to maintaining high standards of financial integrity, transparency, accountability and responsible stewardship of funds.

As a UK-registered Company Limited by Guarantee, TAN recognises the importance of ensuring that all financial resources are managed properly, used solely for organisational purposes, and monitored through appropriate governance and internal control systems.

This Financial Controls Policy sets out the principles, procedures and responsibilities that guide the management of TAN's finances.

2. Purpose of the Policy

The purpose of this policy is to ensure that TAN:

- manages funds responsibly and transparently
- maintains accurate financial records
- prevents misuse, fraud or mismanagement of funds
- ensures proper authorisation of financial transactions
- complies with relevant UK financial and regulatory expectations

- assures banks, funders, partners and stakeholders

This policy is intended to support TAN's credibility as a responsible, well-governed and funder-ready organisation.

3. Scope

This policy applies to:

- Executive Directors
- Non-Executive Directors
- Executive Support Team members
- volunteers or representatives involved in financial activity
- any person authorised to handle funds, payments, receipts or financial records on behalf of TAN

It applies to all income, expenditure, donations, grants, programme funds and operational costs.

4. Financial Governance

The Board of Directors has overall responsibility for ensuring that TAN's finances are properly managed.

The Board is responsible for:

- approving financial controls and procedures
- reviewing financial reports
- ensuring funds are used in line with TAN's objectives

- overseeing financial risk
- ensuring proper accountability to funders and stakeholders

The Executive Directors are responsible for day-to-day financial management, subject to Board oversight.

Where appointed, the Non-Executive Director responsible for Finance & Audit shall provide additional oversight and guidance on financial accountability, budgeting and risk management.

5. Bank Account Management

TAN shall maintain an official organisational bank account in the name of **Transform Africa Now (TAN)**.

The bank account shall be used only for organisational purposes, including:

- receiving grants and donations
- receiving programme funding
- paying approved operational costs
- supporting youth leadership and mentorship programmes
- meeting agreed administrative expenses

No personal funds shall be mixed with TAN funds unless clearly documented as a loan, donation or reimbursable expense and approved in line with this policy.

6. Authorised Signatories

The Board shall approve authorised signatories for TAN's bank account.

The initial authorised signatories shall be:

- Africanus Annan — Founder & Executive Director
- Richard Leigh — Co-Founder & Executive Director

The Board may also appoint an additional signatory, such as the Non-Executive Director responsible for Finance & Audit, where this strengthens financial oversight.

7. Dual Authorisation

To ensure proper financial control, TAN shall operate a dual-authorisation system wherever possible.

This means:

- significant payments must be approved by two authorised persons
- online banking access should be controlled and monitored
- no single individual should have unchecked authority over major financial transactions
- any exceptional single-authorisation payment must be recorded and reported

Recommended approval threshold:

- Payments under £250: approval by one Executive Director

- Payments between £250 and £1,000: approval by two authorised signatories
- Payments above £1,000: approval by two authorised signatories and notification to the Board or Finance Lead

These thresholds may be reviewed as TAN grows.

8. Income and Receipts

All income received by TAN shall be recorded accurately.

Income may include:

- grants
- donations
- sponsorship
- programme funding
- partnership contributions
- fundraising income

All income must be deposited into TAN's official bank account and recorded with:

- date received
- amount received
- source of funds
- purpose or restriction, where applicable

- supporting documentation

Restricted funds must only be used for the purpose for which they were given.

9. Expenditure Controls

All expenditure must be:

- necessary
- reasonable
- properly authorised
- aligned with TAN’s objectives
- supported by receipts, invoices or written records

No expenditure should be incurred without prior approval where approval is required.

Examples of acceptable expenditure include:

- programme delivery costs
- venue hire
- training materials
- communications and website costs
- administration
- approved travel expenses
- professional services
- safeguarding and compliance-related costs

Personal expenditure is strictly prohibited.

10. Budgeting

TAN shall prepare an annual budget to guide its financial planning and programme delivery.

The budget should include:

- projected income
- programme costs
- staffing or support costs
- operational expenses
- compliance and governance costs
- contingency provision

The annual budget should be reviewed and approved by the Board.

Any major deviation from the approved budget should be reported to the Board.

11. Financial Records

TAN shall maintain accurate and up-to-date financial records.

Records shall include:

- bank statements
- receipts

- invoices
- donation records
- grant agreements
- expense claims
- financial reports
- budget documents

Financial records should be retained for a minimum of six years, unless a longer period is required by law, funders or regulatory bodies.

12. Expense Claims

Any person claiming expenses from TAN must provide:

- a completed expense claim record
- receipts or proof of payment
- explanation of the expense
- confirmation that the expense was incurred for TAN purposes

Expenses must be approved by an authorised person before reimbursement.

No individual may approve their own expense claim.

13. Grants and Restricted Funds

Where TAN receives grant funding or restricted donations, funds must be used only for the agreed purpose.

For each grant, TAN shall maintain:

- grant agreement or award letter
- budget breakdown
- spending records
- reporting requirements
- evidence of delivery

Any unspent restricted funds shall be handled according to the funder's requirements.

14. Donations and Fundraising Income

All donations and fundraising income must be handled transparently.

TAN shall ensure that:

- donations are recorded accurately
- donor restrictions are respected
- fundraising income is banked promptly
- cash handling is minimised where possible
- records are maintained for accountability

Where cash is collected at an event, at least two individuals should count and record the funds.

15. Cash Handling

TAN will aim to minimise the use of cash.

Where cash is unavoidable:

- cash must be counted by two people
- a written record must be made
- funds must be deposited into the bank as soon as possible
- cash must not be used for informal payments without approval

Cash should never be kept personally or stored insecurely.

16. Procurement and Purchasing

TAN shall ensure value for money when purchasing goods or services.

For significant purchases, the organisation should seek comparison quotes where appropriate.

Recommended procurement thresholds:

- Under £500: one quote or reasonable price check
- £500–£2,500: at least two quotes where practical
- Above £2,500: at least three quotes or Board approval

The Board may approve exceptions where urgency, specialist expertise or continuity justifies a different approach.

17. Conflict of Interest in Financial Decisions

Any Director, staff member, volunteer or representative involved in a financial decision must declare any actual, potential or perceived conflict of interest.

Where a conflict exists, the person concerned must not participate in the decision unless the Board agrees that it is appropriate and properly documented.

This includes decisions involving:

- family members
- personal business interests
- close associates
- organisations where the person has another role

All conflicts must be recorded.

18. Fraud Prevention

TAN has zero tolerance for fraud, theft, bribery, corruption or financial misconduct.

Any suspected financial irregularity must be reported immediately to the Executive Directors or the Board.

Examples of financial misconduct include:

- unauthorised payments
- falsified receipts
- misuse of funds
- undisclosed conflicts of interest

- personal use of organisational money
- false financial reporting

All concerns will be investigated appropriately.

19. Financial Reporting

The Executive Directors shall ensure that financial updates are provided to the Board periodically.

Reports may include:

- income received
- expenditure incurred
- bank balance
- budget position
- upcoming financial commitments
- funding pipeline

Financial reporting should be clear, accurate and understandable.

20. Role of the Finance & Audit Lead

Where appointed, the Non-Executive Director serving as Finance & Audit Lead shall support the Board by:

- reviewing financial reports
- advising on financial controls
- supporting budget planning

- identifying financial risks
- strengthening accountability systems
- advising on funder and bank requirements

This role is advisory and oversight-based and does not replace the responsibility of the Board as a whole.

21. Reserves and Sustainability

As TAN grows, the Board shall aim to build appropriate reserves to support organisational stability.

Reserves may be used to cover:

- essential operational costs
- programme continuity
- unexpected financial pressures
- funding gaps

The Board shall review reserves periodically and develop a reserves policy when appropriate.

22. Financial Transparency

TAN is committed to financial transparency with banks, funders, partners and stakeholders.

The organisation shall provide financial information where reasonably required by:

- funders
- banks

- regulators
- auditors or accountants
- the Board

Financial transparency supports trust, credibility and long-term sustainability.

23. Review of Policy

This policy shall be reviewed annually by the Board of Directors or sooner if required due to:

- organisational growth
- changes in law or regulation
- funder requirements
- changes in financial operations
- identified weaknesses in financial controls

24. Approval

This Financial Controls Policy was approved by the Board of Directors of Transform Africa Now.

25. Declaration

Transform Africa Now is committed to ensuring that all financial resources are managed with integrity, accountability and transparency.

This policy reflects TAN's commitment to responsible financial stewardship and sound governance.

Approved by:
Board of Directors
Transform Africa Now (TAN)

Date Approved: 25th April 2026

TAN – CONFLICT OF INTEREST POLICY

1. Policy Statement

Transform Africa Now (TAN) is committed to maintaining the highest standards of integrity, transparency, accountability and good governance.

As a UK-registered Company Limited by Guarantee, TAN recognises that conflicts of interest can arise in the normal course of organisational activity. A conflict of interest does not necessarily imply wrongdoing; however, it must be identified, declared, recorded and managed properly to protect the organisation, its Directors, its stakeholders and its reputation.

This policy sets out TAN's approach to identifying, declaring and managing actual, potential or perceived conflicts of interest.

2. Purpose of the Policy

The purpose of this policy is to ensure that:

- decisions are made in the best interests of TAN
- Directors and team members act with integrity and transparency
- conflicts of interest are declared and managed appropriately
- organisational funds and opportunities are not misused

- TAN maintains credibility with banks, funders, partners and stakeholders
- governance decisions are fair, accountable and properly documented

This policy is intended to support TAN's governance standards and strengthen trust in the organisation.

3. Scope

This policy applies to:

- Executive Directors
- Non-Executive Directors
- Advisory Council members
- Executive Support Team members
- volunteers
- consultants or contractors
- anyone acting on behalf of TAN

It applies to all organisational decisions, including financial decisions, procurement, recruitment, partnerships, funding, programme delivery and public representation.

4. Definition of Conflict of Interest

A conflict of interest occurs where an individual's personal interests, relationships, duties or loyalties could influence, or appear to influence, their judgement or actions on behalf of TAN.

Conflicts may be:

4.1 Actual Conflict

A real conflict exists between an individual's role in TAN and another interest.

4.2 Potential Conflict

A situation may develop into a conflict in the future.

4.3 Perceived Conflict

A situation may appear to others as a conflict, even if no improper influence exists.

TAN recognises that perceived conflicts can damage trust and must therefore be treated seriously.

5. Examples of Conflicts of Interest

Examples include, but are not limited to:

- awarding contracts to a company owned by a Director or family member
- employing or appointing a close relative without proper process
- using TAN opportunities for personal gain
- participating in decisions where a personal relationship may influence judgement
- receiving gifts or benefits from suppliers, partners or stakeholders

- serving on another organisation whose interests may overlap with TAN
- using confidential TAN information for personal or external advantage
- approving expenses or payments that benefit oneself or a connected person
- influencing funding or partnership decisions for personal benefit

6. Connected Persons

For the purpose of this policy, a connected person may include:

- spouse or partner
- child or parent
- sibling
- close relative
- close friend
- business partner
- employer or employee
- organisation in which the individual has a financial or leadership interest

Any decision involving a connected person must be declared and managed carefully.

7. Responsibilities of Directors and Team Members

All individuals covered by this policy must:

- act in the best interests of TAN
- avoid using their position for personal advantage
- declare conflicts as soon as they arise
- provide accurate and complete information
- withdraw from decisions where required
- respect confidentiality
- comply with Board decisions on conflict management

Failure to declare a conflict may be treated as a serious governance matter.

8. Declaration of Interests

All Directors and relevant team members must complete a Declaration of Interests form upon appointment and update it whenever circumstances change.

The declaration should include:

- employment or business interests
- directorships or trusteeships
- consultancy roles
- financial interests
- close family or personal relationships relevant to TAN

- involvement in organisations with overlapping interests
- any other matter that could reasonably create a conflict

Declarations should be reviewed at least annually.

9. Register of Interests

TAN shall maintain a Register of Interests.

The Register shall record:

- name of individual
- role within TAN
- declared interest
- date declared
- action taken to manage the conflict
- review date

The Register shall be held securely and accessed only by authorised persons.

10. Declaring Conflicts at Meetings

At the beginning of Board, Executive or relevant committee meetings, participants should be asked to declare any conflicts relating to agenda items.

Where a conflict is declared, the meeting should record:

- the nature of the conflict

- whether the individual remained present
- whether the individual withdrew from discussion
- whether the individual was excluded from decision-making
- the final decision taken

All conflict declarations must be recorded in meeting minutes.

11. Managing Conflicts of Interest

Where a conflict is identified, TAN may manage it by:

- recording the conflict and allowing participation where risk is low
- requiring the individual to withdraw from the discussion
- requiring the individual to withdraw from decision-making
- seeking independent advice
- appointing an independent person to review the matter
- excluding the individual from receiving confidential information
- deciding not to proceed with a transaction or appointment

- taking any other action necessary to protect TAN’s interests

The appropriate response will depend on the seriousness of the conflict.

12. Financial Conflicts

Financial conflicts require particular care.

No individual may:

- approve payments to themselves
- approve expenses for themselves
- authorise payments to a connected person without proper oversight
- influence procurement decisions where they have a financial interest
- use TAN funds for personal benefit

Where a financial conflict exists, approval must be given by independent authorised persons.

13. Procurement and Supplier Conflicts

Where TAN considers using a supplier, contractor or consultant connected to a director, team member or advisor, the connection must be declared.

The Board should ensure:

- the decision is in TAN’s best interests
- value for money is demonstrated

- alternative quotes are considered where appropriate
- the conflicted person does not influence the decision
- the decision is recorded clearly

This protects both TAN and the individual involved.

14. Family and Personal Relationships

TAN recognises that family and personal relationships may exist within the organisation or among its supporters.

Such relationships are not automatically inappropriate, but they must be handled transparently.

Where a family member or close associate is involved in a decision, appointment, payment, contract or benefit, the relationship must be declared and managed.

This is particularly important where:

- Directors are related
- a relative is appointed to a role
- funds may benefit a connected person
- decisions could appear biased

15. Gifts, Hospitality and Benefits

Individuals must not accept gifts, hospitality or benefits that could influence, or appear to influence, their judgement.

Small tokens of appreciation may be accepted where reasonable and proportionate, but anything significant must be declared.

Examples requiring declaration include:

- expensive gifts
- travel or accommodation offers
- paid hospitality
- personal favours
- benefits from suppliers or partners

The Board may decide whether such gifts should be accepted, returned or recorded.

16. Confidential Information

Individuals must not use confidential information obtained through TAN for personal advantage or to benefit another organisation.

Confidential information may include:

- funding plans
- donor information
- partnership discussions
- internal strategy
- personal data
- financial information

- Board discussions

Confidentiality obligations continue even after an individual leaves TAN.

17. Advisors and Support Team Members

Advisors and Executive Support Team members may not hold formal governance authority unless appointed to the Board.

However, they must still declare conflicts where their advice, influence or involvement could affect TAN's decisions.

Advisors and support team members should not use their relationship with TAN for personal gain or misrepresent their authority.

18. Breach of Policy

A breach of this policy may include:

- failing to declare a conflict
- influencing a decision despite a conflict
- misusing TAN funds or opportunities
- failing to withdraw from a conflicted decision
- providing false or incomplete information
- using confidential information improperly

Where a breach occurs, TAN may take appropriate action, including:

- formal warning
- removal from decision-making
- termination of role
- reporting to relevant authorities where required
- legal or regulatory action where necessary

19. Record Keeping

TAN shall maintain records of:

- declarations of interest
- Register of Interests
- meeting declarations
- decisions made in relation to conflicts
- actions taken to manage conflicts

These records support transparency, accountability and organisational protection.

20. Review of Policy

This policy shall be reviewed annually by the Board of Directors or sooner where required due to:

- organisational growth
- changes in governance structure

- funder requirements
- regulatory expectations
- identified governance risks

21. Approval

This Conflict-of-Interest Policy was approved by the Board of Directors of Transform Africa Now.

Approved by:
Board of Directors
Transform Africa Now (TAN)

Date Approved: [Insert Date]
Review Date: [Insert Date]

22. Declaration

Transform Africa Now is committed to ensuring that all decisions are made with integrity, transparency and accountability.

This policy reflects TAN's commitment to good governance and responsible organisational leadership.