



WORLD **DIABETES** FOUNDATION

FINANCIAL STATEMENTS FOR 2019

APPROVED BY THE BOARD OF DIRECTORS 17 MARCH 2020

CVR-nr. 26 56 17 79

Krogshøjvej 30A · DK-2880 Bagsværd

CORE ACTIVITIES



The objective of the Foundation is to further the prevention and treatment of diabetes in developing countries by providing financial support to:

- **Increased awareness of and knowledge about diabetes**
- **Prevention of the disease and its complications**
- **Education and training**
- **Distribution systems**
- **Diagnosis**
- **Access to diabetes care**
- **Monitoring**

MANAGEMENT REVIEW 2019

FINANCIAL HIGHLIGHTS

Donations from Novo Nordisk

In 2019, donations from Novo Nordisk A/S totalling DKK 86.5 million were recognised as income, compared to DKK 85.4 million in the previous financial year.

The World Diabetes Foundation's income base derives primarily from a ten-year deed of gift from Novo Nordisk A/S. The current deed of gift covers the period 2015 - 2024. In 2019 most of income was recognised under this deed of gift. By the end of 2019 Novo Nordisk A/S decided to grant a supplementary donation to provide the Foundation on a financial basis to maintain its activity at the same level as in 2018.

Novo Nordisk Foundation grant

In 2019 the Foundation received the first tranche of DKK 7.6 million of the grant provided by the Novo Nordisk Foundation in support of a project in Tanzania aimed at strengthening access to care for people with diabetes and other non-communicable diseases (NCDs) as close to their homes and communities as possible. The total grant amounts to DKK 31 million and will be released from the Novo Nordisk Foundation over the project period as implementation progresses.

Government grant

In 2019, the World Diabetes Foundation received DKK 1.2 million in support of its operational expenses from the Ministry of Culture. In 2018, the Foundation received a similar contribution of DKK 1.2 million.

Fundraising portfolio

In the financial year 2019, a total of DKK 0.9 million were raised through various fundraising activities. The fundraising donations received are thereby higher than in 2018 when the total amount was DKK 0.5 million.

Distributions

Pursuant to article 8 of the Statutes of the World Diabetes Foundation, the net profit for the year should, to the widest possible extent, be distributed in the same financial year. In 2019 the Foundation made gross distributions of DKK 62.8 million compared to DKK 80.2 million in the previous year. The Foundation has thus not fully been able to distribute the net profit for 2019, for the following reasons.

When assessing applications, the Board of Directors puts high demands on project quality, and requires that projects are in compliance with the World Diabetes Foundation's statutes to obtain funding. Further, in

2019 the Foundation did not accept applications from China and India. In China the Foundation is currently confirming its status in light of the Law of the People's Republic of China on Administration of Activities of Overseas Non-governmental Organisations in the Mainland of China (Overseas NGO Law). In India the Foundation is currently undertaking an extensive review of its project portfolio.

Administration

The Foundation continued to maintain administrative expenses at an acceptable level without diluting its strategic imperatives.

It is a requirement for the Foundation to keep administrative expenses below 10% of total income. In 2019, administrative expenses accounted for 7.3% of total income, slightly down from 7.9% in the year before.

Project Portfolio

To date, the World Diabetes Foundation has supported more than 550 projects in 116 countries. 180 of these are ongoing projects.

To qualify for consideration, applications must target prevention and treatment of diabetes through a qualitative and/or experimental / innovative approach, designed to improve and ensure greater and more equal access to diabetes care.

The objective of project applications must not only fall within the scope of the Foundation's statutes, but must also be aligned with its strategic framework. Key focus is on the efficiency, productivity and sustainability of proposed designs. The Board gives priority to projects with a strong poverty focus - and to solutions which can potentially yield replicable models and be scaled.

During the financial year, 14 new project grants were approved by the Board of Directors.

Long-term commitment

The UN Sustainable Development Goals (SDGs), the World Health Organisation's (WHO) Global Action Plan (2013-2020) and national strategies and action plans remain key benchmarks in the realisation of WDF's mission.

At the Secretariat level, the Foundation continued its work as official member of the WHO Global Coordinating Mechanism (GCM). The Coordinating Mechanism is tasked with the mandate of supporting the implementation of the SDGs and WHO's Global Action Plan, incl. knowledge sharing and coordination with non-state actors and philanthropic foundations.

FINANCIAL HIGHLIGHTS

The Foundation's strategic plan for 2017 - 2021 mirrors the increasingly complex landscape in which our partners operate. Macro economic trends which often require a whole-of-system approach, interdisciplinarity and collaboration across sectoral boundaries.

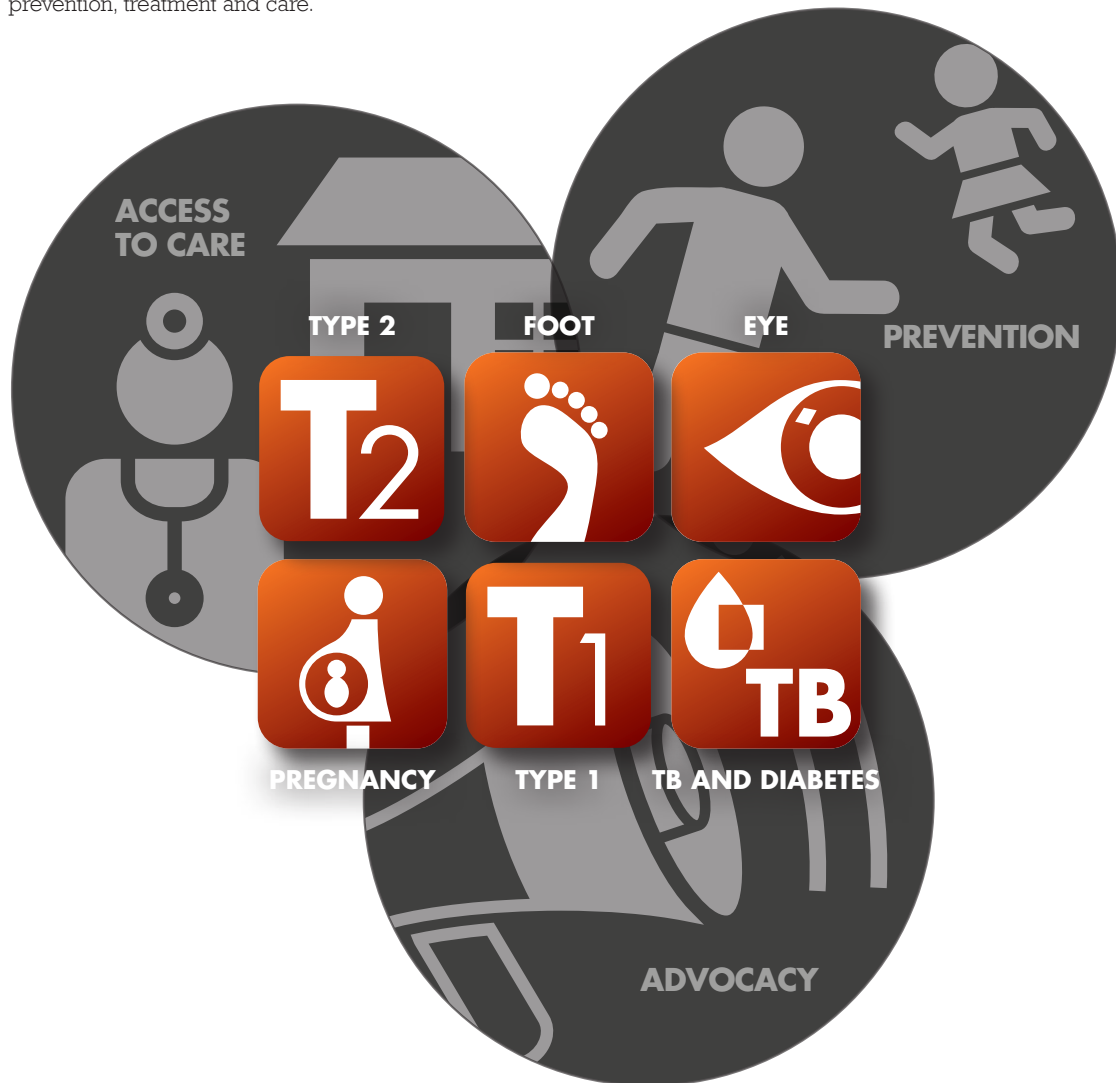
The pillars of our strategy continue to revolve around the Foundation's role as a catalyst and agent for change, incl. a strong poverty focus, local ownership, capacity-building and innovative financing streams.

Building blocks

Partnerships are focused on improving access to prevention, treatment and care.

In many countries, the financial and technical support provided by the Foundation has spanned over five years or longer, often starting with small grass roots initiatives which, over time, may develop into more broad-based country programmes or larger-scale national responses.

Proposals are based on value-creating partnerships with global, regional or local implementing agents. They are, essentially, founded on patient-centred solutions with the potential of making a real difference in the individual citizen's / family's life - and in a broader societal perspective.



INTERVENTIONS AND FOCUS AREAS

FINANCIAL HIGHLIGHTS



Support from Novo Nordisk Foundation to a national programme

In February 2019, it was announced that the World Diabetes Foundation had received a DKK 31 million (USD 5 million) grant from the Novo Nordisk Foundation in support of a project in Tanzania aimed at strengthening access to care for people with diabetes and other NCDs as close to their homes and communities as possible.

The project will provide capacity building at primary care and community levels across Tanzania by training thousands of healthcare workers who will then screen, diagnose and treat NCDs. They will also become better able to raise awareness in communities about NCDs and their underlying risk factors.

The project also will enhance the health literacy of children and adolescents and strengthen primary prevention in Tanzania. It will do this by supporting the national school health programme via teacher training at primary and secondary schools across the country.

The grant is part of the Foundation's strategy to increase support for national programmes addressing

diabetes and other NCDs in countries where partnerships have been ongoing for several years, and where a strong collaboration with the government and leading national stakeholders is in place. The Foundation has supported projects in Tanzania since 2003, over the past seven years in direct partnership with the Ministry of Health, Community Development, Gender, Elderly and Children, and more recently also with the President's Office for Regional Administration and Local Government.

This is the first time that the Foundation has applied to the Novo Nordisk Foundation, and the first time that WDF has received large scale funding for its partnership projects beyond its usual endowment.

Memorandum of understanding with UNICEF Denmark

In March, the Chairman of UNICEF Denmark and the Chairman of the World Diabetes Foundation signed a Memorandum of Understanding to facilitate collaboration between the two organisations in an area of common interest: preventing diabetes and other NCDs.

FINANCIAL HIGHLIGHTS

Both organisations want to improve the health of children and adolescents in low- and middle-income countries, as these vulnerable groups are no longer just subject to undernutrition and hunger but are now also facing risks related to malnutrition and obesity.

Specific activities under the MoU could include joint support for advocacy initiatives focused on the importance of preventing diabetes and NCDs. These initiatives would target children, adolescents and their families living in low- and middle-income countries.

Joint support for pilot projects, larger-scale projects, and global or regional events to share best practice and build the evidence base and investment case for NCD prevention are also possible outcomes.

Global Diabetes Walk marks 15 years

In November 2019, the 15th Global Diabetes Walk took place, attracting participants and raising diabetes awareness worldwide.

On and around World Diabetes Day on November 14, Walk organisers held more than 2,600 events in 69 countries, and more than 1 million people joined them, taking steps to prevent diabetes in groups large and small.

The Global Diabetes Walk is the Foundation's contribution to the International Diabetes Federation's annual World Diabetes Day campaign. Since 2004, more than 6 million people have joined the Foundation's effort to raise awareness and encourage more people to take steps to prevent diabetes around the globe.

Supporting refugees and host communities

In December 2019, the Novo Nordisk Foundation approved a DKK 25 million grant to the World Diabetes Foundation to support the fight against NCDs in Jordan.

The grant supports a project that will seek to implement an integrated NCD-humanitarian national response strategy focusing on prevention and access to care for both refugee populations and Jordanians.

The goal is to reduce the burden of NCDs, especially diabetes and high blood pressure, among refugees and other vulnerable groups in Jordan.

This grant will catalyse the Foundation's focus on supporting responses to diabetes and other NCDs during humanitarian crises. The Foundation has been active in Jordan and the Middle East for more than a decade through partnerships with governments, national stakeholders and international agencies, and the new grant will significantly scale up the Foundation's partnerships in Jordan.

Quality Assurance

The individual projects are formalised by signing a contract with the local partner, outlining clear milestones, indicators and criteria for success.

Active projects are monitored closely in accordance with the Foundation's monitoring system which includes half-yearly reports, auditors' reports and field visits in the recipient country.

Most projects develop satisfactorily. However, delays often occur; partly in connection with the signing of contracts and start-up; partly in the actual project implementation phase. As instalments are made conditional on the achievement of agreed milestones, delays have no significant financial risk impact on the Foundation.

Zero Tolerance Policy

Throughout the year, the Foundation continued to institutionalise experience from PwC audits conducted across a number of selected partnership countries.

This serves the dual purpose of building financial and project management capacity within partner organisations and of ensuring a high level of accountability and transparency in the administration of Foundation-supported grants.

In countries where PwC audits are not feasible - or where it is not financially appropriate, considering the associated risk and size of project funding, to retain the services of an international audit firm - projects are audited by local audit firms.

The Foundation systematically reviews and follows up on audit reports, i.e. where internal controls have been found to be inadequate or poor, and where the Foundation has embargoed release of further project funds until appropriate action plans have been implemented by the recipient organisation.

During the year, the Board has in a few instances resolved to close a project prematurely due to non-compliance with reporting requirements, or because the applicant institution was unable to meet the terms and conditions of the approved grant.

Outlook for 2020

The Foundation's income is expected to be slightly higher than for 2019, mainly resulting from the pay-out scheme grants from the Novo Nordisk Foundation. Under the current deed of gift from Novo Nordisk, the maximum annual contribution in the period 2020 – 2024 amounts to DKK 90 million.

STATEMENT BY THE MANAGEMENT ON THE ANNUAL REPORT

The Board and Management have today reviewed and adopted the Financial Statements of the World Diabetes Foundation for the financial year 1 January - 31 December 2019. The Financial Statements have been prepared in accordance with the accounting policies described on pages 12 - 13. We consider the accounting

policies applied appropriate and the estimates made reasonable. Furthermore, we consider the presentation of the overall Financial Statements to be true and fair. Therefore, in our opinion the Financial Statements give a true and fair view of the financial position, assets, liabilities and the result of the operations of the Foundation.

Bagsværd 17 March 2020

Management

Leif Fenger Jensen

Board of Directors

Anil Kapur
Chairman

Camilla Sylvest
Vice Chairman

Kaushik Ramaiya

Ida Nicolaisen

Abdallah Daar

Frederik Kier

Stephen Gough



INDEPENDENT AUDITOR'S REPORT

Independent Auditor's report

To the Board of Directors of the World Diabetes Foundation and the Danish Civil Affairs Agency, the authority for non-commercial foundations.

Opinion

In our opinion the Financial Statements give a true and fair view of the financial position, assets, liabilities and the result of the operations of the Foundation for the financial year 2019 in accordance with the accounting policies described on pages 12 - 13 of the Financial Statements.

We have audited the Financial Statements of the World Diabetes Foundation for the financial year 1 January - 31 December 2019, which comprise income statement, balance sheet, notes and summary of significant accounting policies ("the Financial Statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Foundation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the Financial Statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or with our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Moreover, we considered whether Management's Review includes the disclosures required by the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act and the Statutes of the World Diabetes Foundation. We did not identify any material misstatement in Management's Review.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with the Danish Act on Foundations and Certain Associations, the Statutes of the World Diabetes Foundation and the provisions of the Danish Financial Statements Act applying to enterprises of reporting class B with the necessary adjustments, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the

circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.

- Evaluate the appropriateness of accounting policies used by Management and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Bagsværd 17 March 2020

PricewaterhouseCoopers

Statsautoriseret Revisionselskab
CVR 33771231

Mads Melgaard

State Authorised Public Accountant
MNE34354

Uffe Fink Jensen

State Authorised Public Accountant
MNE27760

ACCOUNTING POLICIES

Accounting policies

The financial statements of the World Diabetes Foundation have been prepared in accordance with the Danish Foundation Act and the accounting policies described below.

Translation policies

Assets and liabilities in foreign currencies are translated into Danish kroner at the exchange rates at the balance sheet date, and exchange adjustments are recognised in the profit and loss account. USD bank and currency deposits are used to hedge against accrued distributions in USD. To the extent that the USD deposits are used to hedge against specific liabilities, exchange rate adjustments are recognised for both accrued distributions and for USD deposits in the profit and loss account as financial income and costs.

Tax

According to the Deed of Foundation, the Foundation is required to distribute the entire profit for the year, and therefore no tax is expected for the Foundation. Consequently, no provision has been made for deferred tax on provisions for future distribution and subsequently offset by a 104% tax value of the deduction in respect of amounts granted by the Foundation.

Recognition of income

Income is calculated on the basis of the following donation programme and extraordinary grant. Grants from Novo Nordisk Foundation are recognised when received.

Deed of gift 30 July 2014

For the financial years 2018 - 2024 the donation from Novo Nordisk A/S is calculated as 0.1% of the annual net insulin revenue in the given financial year. However, the total donation shall not exceed the lesser of the following two amounts: MDKK 90.0 or 15% of the taxable income of Novo Nordisk A/S in the given financial year.

Donations under Deeds of Gift of 30 July 2014 from Novo Nordisk A/S are received every month based on the monthly accounts of the Novo Nordisk Group. Income is recognised when the amounts, which the Foundation has been promised, can be calculated.

Distributions from World Diabetes Foundation

When the World Diabetes Foundation undertakes to support a project by signing a project contract, or in other ways commits itself to making distributions, the amount is recognised in the profit and loss account as a grant included in the profit distribution of the Foundation. No discounting is made of future payments of grants, and it is assumed that the recipients will fulfil all requirements, to be reflected in the form of milestones, for payment of the grants.

Administrative expenses

Total administrative expenses of the Foundation may not exceed 10% of the Foundation's total income. The Foundation's total income is measured as the sum of donations from Novo Nordisk A/S and financial income. Administrative expenses include salaries and pensions as well as other administrative expenses in the Foundation's secretariat, remuneration to the Board of Directors, fees to the auditors and to Novo Nordisk A/S and affiliates for various ad hoc services and service level agreement.

Project expenses

Project costs include costs incurred in connection with the monitoring and facilitation of the project portfolio of the Foundation, including salary costs, information material and communication about diabetes in developing countries as well as costs directly related to project coordination with local partners, including authorities, NGO's and companies.

Salary expenses

Salary expenses are split proportionally between administrative expenses and project expenses based on time registration on either administration tasks or project tasks.

Receivable with Novo Nordisk A/S

Receivable with Novo Nordisk A/S comprise primarily donations for the last month which the World Diabetes Foundation have been promised, but which have not yet been received.

ACCOUNTING POLICIES



Accrued distributions

Accrued distributions comprise grants that have not yet been paid, as the milestones have not yet been achieved or as the projects will not be initiated until later, which means that the promise relates to future periods.

Securities

Bonds are valued at the price at the balance sheet date. The bond price is calculated on the basis of the most recently offered selling price. Bonds that are close to maturity are recognised at a price of 100.

Other liabilities

Other liabilities primarily comprise employee related costs regarding bonus and holiday pay.



INCOME STATEMENT

World Diabetes Foundation	NOTE	2019	2018
		DKK '000	DKK '000
Donations from Novo Nordisk A/S and others	1	96,239	87,036
Administration expenses	2, 3	7,199	7,007
Project expenses	2, 4	14,509	13,305
Profit/(loss) before financial income and expenses		74,531	66,724
Financial income	5	2,085	1,557
Financial expenses	5	280	2,347
Profit/(loss) for the year		76,336	65,934
Proposed distribution:			
Distributions for the year before reversals		62,849	80,225
Reversals - completed projects		-8,742	-6,238
Net distributions	7	54,107	73,987
At disposal for future distributions		22,229	-8,053
		76,336	65,934

BALANCE SHEET AT 31ST DECEMBER

ASSETS

World Diabetes Foundation	NOTE	2019	2018
		DKK '000	DKK '000
Blocked account		260	260
Tied-up assets		260	260
Receivable Novo Nordisk A/S		28,105	27,332
Other receivable		19	41
Total receivable		28,124	27,373
Bank and currency deposits		174,903	155,363
Disposable assets		203,027	182,736
Total assets		203,287	182,996

BALANCE SHEET AT 31ST DECEMBER

LIABILITIES AND EQUITY

World Diabetes Foundation	NOTE	2019	2018
		DKK '000	DKK '000
Tied-up capital		260	260
Disposable capital		32,932	10,703
Total equity	6	33,192	10,963
Trade payables		96	230
Accrued distributions	7	166,286	168,944
Other liabilities		3,713	2,859
Total short-term liabilities		170,095	172,033
Total equity and liabilities		203,287	182,996

NOTES

NOTE 1 Donations received	2019	2018
	DKK '000	DKK '000
Donation from Novo Nordisk A/S, donation letter 2018-24 0,1%	59,994	60,167
Supplementary donation from Novo Nordisk A/S	26,500	25,190
Novo Nordisk Foundation	7,606	0
Donation from others	927	463
Grant from Ministry of Culture	1,212	1,216
Total donations	96,239	87,036

NOTE 2 Employee costs	2019	2018
	DKK '000	DKK '000
Wages and salaries	12,654	12,194
Pensions	1,175	1,092
Other employee costs	455	340
Total employee costs	14,284	13,626
Average number of employees	17	16

NOTES

NOTE 3 Administration expenses	2019	2018
	DKK '000	DKK '000
Employee costs	4,862	4,830
Remuneration to the Board of Directors	448	448
Rent	189	125
IT & telephony	66	71
Service level agreement with Novo Nordisk A/S and NNIT A/S	292	256
Audit and other accounting services	189	171
Travel expenses	25	30
Stakeholder communications & image building	115	111
Annual review and other publications	0	9
Other expenses - Board of Directors	316	324
Translation services	69	157
Other administration expenses	628	475
Total administration expenses	7,199	7,007
Of the total income of the Foundation, administration expenses amounted to	7.32%	7.91%

NOTES

NOTE 4 Project expenses	2019	2018
	DKK '000	DKK '000
Employee costs	9,422	8,796
Travel expenses	2,013	1,916
Rent	647	262
Annual review and other publications	0	9
IT & telephony	222	203
Service level agreement with Novo Nordisk A/S and NNIT A/S	771	955
Stakeholder communications & image-building	264	211
Other expenses - Board of Directors	157	273
Auditing of local projects	146	360
Translation services	43	66
Other project expenses	824	254
Total project expenses	14,509	13,305

NOTE 5 Financial income and expenses	2019	2018
	DKK '000	DKK '000
Interest income on bank deposits	1,962	1,557
Other capital gain/loss	123	0
Total financial income	2,085	1,557
Interest expenses	280	244
Other capital loss	0	2,103
Total financial expenses	280	2,347
Net financial items	1,805	-790

NOTES

NOTE 6 Equity	2019	2018
	DKK '000	DKK '000
Tied-up capital	260	260
Disposable capital	32,932	10,703
Total equity	33,192	10,963

NOTE 7 Accrued distributions	2019	2018
	DKK '000	DKK '000
Accrued distributions at the beginning of the year	168,944	168,247
Current year distributions	54,107	73,987
Current year payments	-59,156	-79,450
Unrealised gain/loss	2,391	6,161
Accrued distributions at the end of the year	166,286	168,944

Distributions are scheduled to be payable in the period 2019-2024 as follows:

2019	-	97,608
2020	112,927	46,528
2021	34,671	23,830
2022	17,788	656
2023	637	322
2024	263	-
Accrued distributions	166,286	168,944

NOTE 8 Contingent and contractual liabilities

The Foundation has entered into sub-lease and facility management agreements with respectively six and twelve months' notice, equivalent to contingent liabilities of DKK 739k (DKK 428k). Moreover, the Foundation has entered into IT/hosting agreements of 3, 6 and 12 months' notice with a contingent liability of 146k (251k). The Foundation has additional Service Level Agreement expenses with twelve months' notice with a contingent liability of DKK 162k (DKK 159k).

Our aim is to alleviate human suffering related to diabetes and its complications among those least able to withstand the burden of the disease

- 1.** We will recognise people with diabetes and related diseases as dignified humans in all our activities and communications
- 2.** We will display respect for the culture and values of the communities and countries within which we work
- 3.** We will facilitate implementation of the UN Sustainable Development Goals by striving to reduce vulnerability of people served through our grants – addressing basic health needs, promoting equity (in particular gender equity), and fostering sustainable solutions
- 4.** We will give support regardless of race, gender or creed of the recipients in the developing world based upon assessment of needs and capabilities to meet these needs
- 5.** We will promote local ownership of sustainable initiatives in co-operation with governments, private institutions and civil society
- 6.** We will help build and strengthen local capacity to ensure that the recipients, including girls and women, are empowered, as key players in the development process
- 7.** We will seek to support and create synergy between both top-down and bottom-up approaches that apply participation and partnership as both a means and a goal
- 8.** We will be accountable to both those we seek to assist and those from whom we accept resources
- 9.** We will adopt and require our partners to adopt a zero tolerance policy to corruption and bribery
- 10.** We will be open and transparent, and report on the impact of our work, and the factors limiting or enhancing that impact



The World Diabetes Foundation is dedicated to supporting the prevention and treatment of diabetes in the developing world

The World Diabetes Foundation creates partnerships and acts as a catalyst to help others do more

The World Diabetes Foundation strives to educate and advocate globally in an effort to create awareness, care and relief to those impacted by the disease



WORLD **DIABETES** FOUNDATION