

PM4NGOs Hubs

Global Policy

1. Background and Overview

The Hubs Program was initially composed of individuals (volunteers) committed to representing PM4NGOs in their country or region. This volunteer support has been incredibly helpful for exam candidates and partner organizations to reach out to PM4NGOs, overcoming language and cultural barriers.

As a natural evolution, the volunteer representative in each country and region often creates a collective: an association, cooperative, or other forms of participatory institution, formal or informal, to gather individuals, training companies, organizations, and other stakeholders around the PM4NGOs presence in the country or region.

Responding to these changes, PM4NGOs has devised a new Hubs Program and Global Hubs Policy, clarifying the different forms Hubs may take and the policies governing them. Hubs may take the following forms: Hubs, Ambassadors, Champions, Individual Members, and Organizational Members, structured as follows:

- Champion.....: Previously called Hubs, Champions are one or more individuals representing PM4NGOs in a specific country or region.
- Hub.....: A Hub is an association, cooperative or informal body that convenes individuals and organizations, in a specific country or region, to represent PM4NGOs and promote DPro methodologies.
- Hub Ambassador: A Hub Ambassador is a Leader of a Hub in a specific country. In the case of Regional Hubs, it might have an ambassador for each country as well a regional ambassador.
- Individual Member.....: An Individual associate to the Hub.
- Organization Member: An Organization (non-profit, company, or government entity) associated with the Hub.
- Founding Member.....: An individual who has played an active role in the creation and initial development of a country or regional Hub.
- Honorary Member.....: Individual, nonprofit organization, or company who has contributed to the Hub, elected by the respective Hub, with a vetting process by the PM4NGOs Board of Directors.

2. Purpose

Hubs are dedicated to advancing of the education and professional practice of project, program, MEAL, finance, and portfolio management in the respective country or region. To achieve that goal, the Hub will:

- Foster the professionalism, ethics, integrity, and continual improvement of all its members.
- Promote the application of project management, as a discipline and profession, for the benefit of the general public.
- Provide a recognized forum for the free exchange of ideas, applications, and solutions to project management issues among its members, and other interested and involved in project management.
- Identify and promote the fundamentals of project management and advance the body of knowledge for managing projects successfully.
- Organize meetings, symposiums, presentations and conferences on project management related topics and issues to provide continuing educational development for members.
- Offer services and consultancy, either directly or indirectly, serving as a solution provider for project and organizational needs and a platform for connecting professionals and organizations within the PM4NGOs network.
- Support and encourage members who wish to have PM4NGOs professional certifications.
- Promote continuous learning and professional development.

3. Hub Constitution and Identification

3.1 Constitution

Hubs will be chartered by PM4NGOs and separately hosted by a newly nonprofit, tax-exempt corporation (or equivalent), an existing nonprofit, an existing company, or an informal body, organized under the laws of each country.

- a) Newly Incorporated Nonprofit Organization:
 - The Hub will permanently represent PM4NGOs in the designated country or region until its dissolution, as outlined in both the Hub bylaws and the PM4NGOs Global Policy.

b) Existing Nonprofit Corporation:

- The hosting nonprofit will sign a 10-year agreement with PM4NGOs to host the Hub, which will be automatically renewable and extendable for equal periods.
- The agreement must outline the process for transferring the Hub to a newly incorporated nonprofit, including the rights and obligations of each party and the future relationship between the former hosting nonprofit, PM4NGOs, and the newly incorporated PM4NGOs Hub, in case the MoU is not renewed.

c) Existing Company:

- The hosting company will sign a 5-year agreement with PM4NGOs to host the Hub, with renewal and extension subject to formal approval from both the company and PM4NGOs.
- The company-hosted Hub must establish a policy plan to either:
 - Incorporate a new nonprofit organization to assume ownership of the Hub, or
 - Hand over the Hub to an existing nonprofit organization, following the requirements outlined in sections (a) or (b).

d) Informal Body

- All individuals and organizations involved must sign a 3-year volunteer agreement with PM4NGOs to host the Hub, with renewal and extension subject to formal approval from both parties.
- The informal body-hosted Hub must establish a policy plan to either:
 - Incorporate a new nonprofit organization to assume ownership of the Hub, or
 - Hand over the Hub to an existing nonprofit organization, following the requirements outlined in sections (a) or (b).

e) Academic Institution

- Universities and other academic institutions follow the same rules and regulations as an existing nonprofit organization (b).

Please refer to the table in the next page for a summary of terms, obligations, and restrictions of each Hub according to its format.

Hub Types: Rights, Obligations, and Restrictions Overview

Hub Type	Term	Obligations	Restrictions
Newly Incorporated Nonprofit Organization	- Permanently represents PM4NGOs in the designated country or region until dissolution.	- Must comply with PM4NGOs' bylaws and global policies. - Must ensure sustainability and alignment with PM4NGOs' mission.	- Cannot dissolve without following PM4NGOs' dissolution procedures.
Existing Nonprofit Corporation (and Academic Institutions)	- Hub is hosted under a 10-year renewable agreement with PM4NGOs.	- Must sign a 10-year agreement with PM4NGOs, renewable in equal periods. - Must include a process for transferring the Hub if the MoU is not renewed.	- Cannot transfer Hub ownership without following outlined process in the agreement.
Existing Company	- Hosted under a 5-year agreement with PM4NGOs, renewable subject to approval.	- Must sign a 5-year agreement with PM4NGOs. - Must establish a policy plan to transfer the Hub to a nonprofit or incorporate a new nonprofit.	- The company-hosted Hub cannot operate indefinitely without transitioning to a nonprofit.
Informal Body	- Hosted under a 3-year volunteer agreement with PM4NGOs, renewable with approval.	- Must sign a 3-year volunteer agreement with PM4NGOs. - Must establish a plan to either incorporate a nonprofit or transfer the Hub to an existing nonprofit.	- Cannot continue without formalization into a nonprofit structure or transition to another nonprofit.

3.2 Relationship with PM4NGOs

- Hubs will not become legally part of PM4NGOs, but are instead independent organizations associated with PM4NGOs.
- PM4NGOs Hubs will be accountable to the PM4NGOs Board of Directors and subject to all PM4NGOs policies, procedures, rules, and directives lawfully adopted.
- Hub Bylaws must not conflict with the current PM4NGOs' Bylaws or any policies, procedures, rules, or directives.
 - The terms outlined in the agreement between PM4NGOs and the Hub shall take precedence over the Hub's bylaws and any other granted authority.
 - In cases where PM4NGOs Hubs are hosted by an existing organization or company, any bylaw conflicts must be identified and addressed, ensuring that the Hub's bylaws are adapted to align with both PM4NGOs and the host organization's regulations.
 - In the event of a conflict between the agreement and the Hub bylaws, the Hub must adhere to the terms of the agreement.

- All restrictions and prohibitions stated in the agreement supersede any conflicting provisions in the Hub's governance documents

3.3 Hub Name

The Hub name must accurately reflect its location and clearly establish its affiliation with PM4NGOs. The name must include:

1. The prefix PM4NGOs
2. The country or region
3. The suffix Hub (optional, typically used when there is more than one Hub in a specific country, to specify the one that serves as the central Hub, aggregating all other Hubs)

Naming Guidelines:

- The first Hub established in a country must be named after the country.
- If multiple Hubs exist within the same country, the name may reflect the region, state, or city.

Examples:

- PM4NGOs Puerto Rico
- PM4NGOs El Salvador
- PM4NGOs Middle East
- PM4NGOs Brazil Hub
 - PM4NGOs Brazil Southeast
- PM4NGOs Montreal

Name Changes & Additional Hubs:

- If a new Hub is being formed or an existing Hub is considering a name change, members should be surveyed to gauge support and gather name suggestions.
- Since the creation of additional Hubs within a country may be led by an existing Hub and all Hubs are equal in status, an existing Hub should consider renaming itself to ensure clarity.

Avoiding Name Conflicts:

- If confusion arises between two Hubs due to similar names, the Hub Ambassador must consult with the Hub whose name creates the conflict.

- Both Hubs should engage in dialogue to determine if the similarity causes confusion and, if so, identify a resolution.

3.3 Hub Visual Identity

If a Hub is hosted by a nonprofit or a company, both organizations must be perceived as independent entities by the general public.

- Hub logos must adhere to the PM4NGOs Branding Guidelines and be submitted for approval by the PM4NGOs Marketing and Communications Department.
- Logos and branding elements of hosting organizations or companies (such as colors and design details) must not be combined.
 - Instead, the Hub logo and the host organization's logo must be placed side by side to clearly reflect their independent identities.
- Each Hub logo must incorporate the official PM4NGOs logo and clearly indicate its designated location, as reflected in the Hub name.



- Unapproved logos or unauthorized modifications of the PM4NGOs Hub logo are not permitted.

3.4 Hub Website and Social Media Policy

Website Hosting, Naming, and Design

- PM4NGOs will provide each Hub with:
 - A dedicated subpage and profile on the PM4NGOs website.
 - A subdomain (e.g., www.pm4ngos.org/hubname or www.hubname.pm4ngos.org).
- Any additional features or content beyond the standard subpage must be covered at the Hub's expense.
- Hubs are not required to establish or maintain a website for marketing, communication, or membership purposes.

- If a Hub chooses to create and manage its own website, it must:
 - Follow the PM4NGOs website design and branding guidelines.
 - Obtain approval from the PM4NGOs Marketing and Communications Department.
- All web content published by Hubs must align with PM4NGOs branding and intellectual property policies.
- PM4NGOs will regularly review Hub pages and websites to ensure compliance.

Social Media Policy

- All social media content, posts, and engagement must align with:
 - PM4NGOs branding guidelines.
 - PM4NGOs communications and marketing policies.
 - PM4NGOs core values.
- The Hub Ambassador and team are responsible for managing the Hub's social media presence in accordance with PM4NGOs marketing and communications policies.

4. Hub Membership

Hub Membership is voluntary and shall be open to any eligible person interested in furthering the purposes of the Hub. Membership shall be open to all eligible persons without regard to race, creed, color, age, gender, marital status, national origin, religion, or physical or mental disability.

- Members shall be governed by and abide by the PM4NGOs bylaws and by the bylaws of the Hub and all policies, procedures, rules and directives lawfully made hereunder.
- During the first year of existence of the Hub, membership will be free of charge for all members. From the second year of existence of the Hub, all members shall pay the required Hub membership dues.

4.1 Membership Eligibility

Hub membership is open to, and limited to, individuals, nonprofit organizations, and companies that meet the following requirements:

- Individuals
 - Eligible individuals must hold at least one PM4NGOs certification, except for Honorary Members, who may be invited by the Hub.
- Nonprofit Organizations and Academic Institutions
 - Must adopt one or more PM4NGOs best practices, such as Project DPro, MEAL DPro, Program DPro, or Finance DPro, with evidence of certified team members, except for Honorary Members, who may be invited by the Hub.
- Companies
 - Companies are eligible if they meet at least one of the following criteria:
 - Adopt one or more PM4NGOs best practices, such as Project DPro, MEAL DPro, Program DPro, or Finance DPro, with evidence of certified team members, or
 - Enroll in the Training Partner Program, actively offering PM4NGOs best practices courses and having purchased a minimum of 50 exams in the past 12 months.

Additional requirements:

- Individuals, nonprofit organizations, and companies must have a residency or business address within the country or region covered by the Hub. Exceptions:
 - Professionals residing in another country but working in and frequently visiting the Hub's location.
 - Organizations or companies that have projects or operations in the Hub's location.
- Individuals can only be affiliated with one Hub.
- Companies may be affiliated with multiple Hubs only if they have operations or projects in multiple locations.
 - In such cases, each branch or project must:
 - Follow the policies and requirements of the respective Hubs.
 - Pay the applicable annual fees for each Hub they join.
- Nonprofit organizations may be affiliated with multiple Hubs only if they have operations or projects in multiple locations.

- In such cases, each branch or project must:
 - Follow the policies and requirements of the respective Hubs.
 - Pay the applicable global annual fee to PM4NGOs or pay the Hub annual fees for each Hub they join.
- Hub members (excluding Honorary Members) must pay the applicable Hub annual fee.
- Members must adhere to the Communications and Branding Policy, Code of Ethics, and Privacy Policy of both the Hub and PM4NGOs.

4.2 Membership Termination

- Membership in a PM4NGOs Hub shall be terminated under the following circumstances:
 - Resignation:
 - A member may submit a written resignation to the Hub.
 - Resignation becomes effective upon receipt, in accordance with applicable policies.
 - Resignation does not exempt a member from any ongoing ethics, disciplinary, or related proceedings.
 - Failure to Pay Annual Fees:
 - Membership will be automatically terminated if the member fails to pay the required annual fees within the designated period
 - Suspension/Expulsion:
 - Any member may be suspended or expelled following a fair process, in accordance with procedures established by the Hub Board of Directors.
 - A three-fourths (3/4) affirmative vote of the Hub Board of Directors is required for suspension or expulsion.
 - Appeal Process
 - Suspended or expelled members may submit a written appeal within 30 days of receiving the suspension or expulsion notice.

- The appeal must be addressed to the Hub Board of Directors and include a clear explanation and supporting evidence.
 - The Hub Board shall review the appeal within 30 days of receipt and may consult with PM4NGOs if necessary.
 - A final decision on the appeal requires a two-thirds (2/3) affirmative vote of the Hub Board of Directors and must be communicated in writing to the member.
 - The decision after the appeal review is final and binding
- Membership in a PM4NGOs Hub is non-transferable and cannot be assigned to another individual or entity, regardless of category or classification.

4.3 Hub Members Benefits

PM4NGOs Hub members are entitled to the following benefits:

- Digital Badge:
 - A membership badge displaying the continuous number of years as an active Hub member.
- Discounts on DPro Exams:
 - Reduced exam fees based on PM4NGOs and Hub discount policies, which are regularly updated.
- Discounts on Events, Conferences, Services, and Products:
 - Exclusive discounts on Hub-hosted events, conferences, services, and products, as per PM4NGOs and Hub policies.
- Exclusive Access to Online Content:
 - Members gain access to exclusive content and resources on both the PM4NGOs and Hub websites.
- Voting Rights:
 - Eligibility to vote in Hub leadership elections, including the Hub Ambassador and Board of Directors.
- Opportunities to Contribute to DPro Knowledge Development:
 - Invitations to participate in DPro guide reviews, contribute to the development of new guides, author articles, and share tools.

- Contributions receive proper acknowledgment and recognition.
- Eligibility for PM4NGOs Awards:
 - Members may apply for:
 - The Alan Harpham Award.
 - PM4NGOs Awards of Excellence.
- Additional Benefits:
 - Other perks may be provided based on the Hub's services, products, and support offerings.

4.4 Membership Fees & Royalties

Standard Membership Fees

Membership fees are globally standardized and referenced against DPro exam fees. However, in countries or regions affected by conflict, natural disasters, or economic and political instability, adjustments may be considered to reflect the financial capacity of the population.

Annual Fees by Membership Type

- Individual Members:
 - The annual fee is set at the same value as the lowest tier of DPro exam fees.
- Nonprofit Organizations:
 - Local Nonprofits: Fee is set at the middle tier of DPro exam fees.
 - Branches of International Nonprofits: Fee is set at the highest tier of DPro exam fees.
- Nonprofit Partners:
 - Local Nonprofit Partners (subscribed through the Hub) and International Nonprofit Partners (subscribed through PM4NGOs) will have their Hub membership annual fee waived.
- Companies:
 - Fee is set at the highest tier of DPro exam fees.
- Training Partners:

- Training Partners subscribed through the Hub will have their Hub membership annual fee waived
- Honorary Members
 - Honorary Members are exempt from membership fees, as they are invited by the Hub and granted membership with a waived fee.

Royalties to PM4NGOs and Hubs

PM4NGOs is entitled to 20% of all membership fees collected from Individual Members, Nonprofit Partners, and Training Partners.

The table below provides an example of fee structures and fund transfers between PM4NGOs and Hubs (based on 2025 fees):

Membership	Pays to Hub	Pays to PM4NGOs	Hub transfer to PM4NGOs	PM4NGOs transfer to Hub
Individual	\$30	-	\$6	-
Nonprofit - Local	\$85	-	\$17	-
Nonprofit – Branch of Internal Org.	\$215	-	\$43	-
Nonprofit Global Partner	-	\$1,250	-	-
Company	\$215	-	\$43	-
Training Partner	\$400 or \$1,250	-	\$80 or \$250	-
Honorary Member	-	-	-	-

5. Governance

Each Hub must have a structured leadership body to ensure effective oversight, strategic direction, and alignment with PM4NGOs' mission.

- Hub Ambassador: Each Hub shall be led by a Hub Ambassador, who is responsible for guiding the Hub's activities, fostering stakeholder engagement, and ensuring compliance with PM4NGOs' policies.
- Formal Entities: If the Hub operates as a legally incorporated entity, it must establish a Board of Directors. This board should include representatives from various stakeholder groups, such as individual members, nonprofit organizations, and training providers, to ensure diverse representation and accountability.
- Informal Bodies: Even if the Hub is not legally incorporated, it must form a leadership group. This group should include at least one representative from each key

stakeholder category, ensuring that decision-making is inclusive and reflective of the broader community.

This governance structure promotes transparency, inclusivity, and accountability, ensuring that each Hub remains sustainable, well-managed, and aligned with PM4NGOs' global policies.

5.1 Hub Board and Leadership Policies

The Hub Board of Directors or Leadership Group must uphold the highest standards of integrity, governance, and accountability. The following responsibilities ensure that each Hub operates effectively, ethically, and in alignment with PM4NGOs' mission and global policies.

Compliance with Laws

- Hubs must adhere to all applicable local, state or provincial, and federal laws governing nonprofit organizations or any other legal structure under which the Hub is incorporated.

Adherence to Bylaws and Agreements

- Each Hub must operate in accordance with its articles of incorporation, bylaws, the PM4NGOs Global Policy, and the Hub agreement with PM4NGOs.
- The bylaws and agreement with PM4NGOs must provide the Hub's Board of Directors sufficient autonomy to act on behalf of its members without requiring PM4NGOs' prior approval for every activity, project, event, or initiative.

Tax Filings and Financial Transparency

- Hubs must file accurate and timely tax reports and make them publicly available where required by law.
- Independent financial audits are strongly encouraged to ensure transparency and accountability.
- If a Hub is hosted by another organization or company, its financial and tax reports must be either publicly accessible or submitted to PM4NGOs for review to maintain transparency.

Records Management

- The Hub must maintain complete and accurate records of all financial transactions, governance decisions, and business operations.

Annual Reporting

- Each Hub must publish an annual report detailing its programs, leadership, and financial status. This report ensures transparency, informs stakeholders, and supports long-term sustainability.

Policies and Procedures

- Hubs must establish and maintain clear operational policies and procedures to guide their activities.
- These policies must include guidelines for nominations, elections, financial management, and governance to ensure consistency and accountability.
- All policies must be fair, transparent, consistently applied, and non-discriminatory to uphold the integrity and inclusivity of the Hub.

5.2 Election Policies and Leadership Transitions

Elections are mandatory and a core component of the Hub's governance framework, held on a three-year cycle. The Hub leadership must actively promote officer elections, onboard and train new board members, and monitor volunteer performance to ensure effective leadership.

Nomination Process

- Nominations must be open to all eligible members of the Hub.
- The Hub Board or designated Nominations Committee must announce the call for nominations at least 60 days prior to elections.
- All nominees must submit a written statement of interest, qualifications, and commitment to PM4NGOs' values and policies.
- The Nominations Committee will review and validate all candidates based on eligibility and conflict-of-interest guidelines.
- The Nominations Committee must actively encourage and prioritize diversity and inclusion in the nomination process, ensuring representation from individuals of all gender identities, sexual orientations (including LGBTQ+), ethnicities, abilities, and other underrepresented groups as well as candidates from diverse backgrounds, experiences, and perspectives are represented, in alignment with PM4NGOs' values of equality, equity, and inclusivity.

Eligibility

- Candidates must be active members of the Hub for at least one year prior to nomination.

- Candidates must demonstrate relevant leadership, volunteer, or project management experience.
- Any conflicts of interest must be disclosed and resolved prior to candidacy confirmation.

Voting Mechanisms

- Elections must be conducted via secure online voting or an equally transparent and verifiable process.
- Voting must remain open for a minimum of 5 working days to ensure broad member participation.
- Each Hub member in good standing is entitled to one vote, with results validated by the Nominations Committee and confirmed by the Board.
- Election results must be communicated to all members within seven days of conclusion.

Leadership transitions must be planned and documented, with outgoing leaders supporting onboarding and knowledge transfer to newly elected officers, ensuring continuous and effective governance.

6. Educational and Additional Activities and Services

Strategic Alignment

- Hubs must ensure that all activities and services align with the PM4NGOs Strategic Plan while developing their own strategic plan tailored to the specific context and opportunities within their country.

Educational Services

- Hubs are prohibited from offering or delivering training courses directly or providing any educational service that may conflict with the PM4NGOs Training Partners network.
 - When a Hub is hosted by a Training Partner, it is essential that both entities are perceived as distinct and independent organizations by the public, despite their hosting arrangement.
 - In other words, the Training Partner may continue offering training but should not do so "as" or "on behalf of" the Hub.
- Hubs may organize and facilitate workshops, educational activities, or seminars, but these must be delivered by one or more affiliated Training Partners.

- Hubs must promote Training Partners' project management courses and related services in a fair, transparent, and non-discriminatory manner. The promotion process must ensure equal opportunity and inclusion for all affiliated Training Partners.
- Hubs may offer invigilation (proctoring) services, direct support for candidates preparing for their exams, and study group organization, provided these services do not conflict with similar offerings from Training Partners.

Additional Services

- As long as they align with PM4NGOs' Mission and Strategic Plan, Hubs may develop and offer value-added services and products, including:
 - Consulting services related to project management.
 - Support and mentoring for project managers.
 - Merchandise and branded products.
 - Book publications and library resources.
 - Individual and organizational project management assessments.

Service Catalog and Approval

- All educational and additional services must be included in the Hub's annual catalog of services and products and submitted to PM4NGOs for review and approval at the beginning of each calendar year.

7. Dissolution

- If a Hub fails to comply with PM4NGOs' bylaws, policies, procedures, or the terms outlined in the Hub agreement, PM4NGOs reserves the right to revoke its status and require its dissolution.
- Should a Hub fail to provide meaningful value to its members, PM4NGOs has the authority to revoke its recognition and initiate the dissolution process.
- The specific criteria, procedures, and follow-up actions related to potential dissolution must be clearly defined in the agreement between the Hub and PM4NGOs.

7.1 Dispute Resolution

In the event of any dispute between a Hub and PM4NGOs — whether or not it leads to dissolution — both parties must first engage in good-faith dialogue and negotiation to seek a mutually agreeable solution.

- If direct negotiation does not resolve the dispute, either party may request mediation facilitated by an independent, neutral third party agreed upon by both parties.
- The mediation process should seek pro-bono legal support from networks such as A4ID (Advocates for International Development) or similar organizations.
- In the absence of pro-bono legal support, all mediation and legal support costs shall be covered by the Hub, regardless of the final resolution.
- Mediation efforts must be completed within 60 days from initiation.
- If mediation fails, disputes may be escalated to arbitration under the rules of a recognized international arbitration body, with the outcome being final and binding. All arbitration costs shall also be covered by the Hub, regardless of the final resolution.
- All dispute resolution procedures must be clearly outlined in the Hub agreement, ensuring fairness, transparency, and alignment with PM4NGOs' global governance policies.

7.2 Hub Dissolution & Asset Handling

In the event of a Hub's dissolution, all assets, both financial and non-financial, must be handled in accordance with applicable laws and the Hub's governing documents.

- Any remaining assets after the payment of liabilities shall be transferred to PM4NGOs, or another nonprofit organization with a similar mission, as determined by the PM4NGOs Board of Directors.
- The transfer of assets must be carried out in a way that upholds the Hub's original purpose and ensures the continued support of PM4NGOs' global mission.
- Any assets that cannot be transferred to PM4NGOs or a suitable nonprofit organization must be liquidated, with the proceeds directed to an organization with a similar charitable or public benefit purpose, as determined by PM4NGOs.
- Hub Boards must include provisions for asset handling in their governance documents, ensuring transparency and compliance with legal and ethical standards in the event of dissolution.

8. Addressing Non-Existing Guidelines and Policy Gaps

As PM4NGOs Hubs grow and evolve, new activities, services, and operational needs will inevitably arise that may not be explicitly addressed within this Global Hubs Policy. In order to maintain consistency, accountability, and alignment with PM4NGOs' mission and governance standards, any topic, subject, process, or procedure not currently covered by these policies must be formally addressed before implementation. To manage such scenarios, PM4NGOs establishes the following protocol for handling non-existing guidelines:

8.1 Request for Policy Development by PM4NGOs

If a Hub identifies a gap in the existing policies – such as an event format, a new type of service, or an operational procedure – the Hub must formally request that PM4NGOs develop and publish an official guideline. This ensures that all Hubs operate under a cohesive and standardized framework while adapting to emerging needs. The request process follows these steps:

1. **Formal Submission:** The Hub submits a detailed request in writing to PM4NGOs, outlining the necessity, scope, and potential impact of the proposed guideline.
2. **Review and Consultation:** PM4NGOs, in consultation with relevant stakeholders, assesses the feasibility, risks, and strategic alignment of the requested policy.
3. **Approval and Publication:** If deemed necessary and beneficial, PM4NGOs will develop and publish the new guideline as an official policy update. This update may be incorporated into the PM4NGOs Global Hubs Policy or, if the topic is specific to the requesting Hub, into its Hub Policy and Procedures.
4. **Implementation:** The newly established guideline must be adhered to by all relevant Hubs and members.

This process ensures that all significant activities and tasks undertaken by Hubs have prior approval and a clear operational framework, thereby avoiding inconsistencies, legal complications, or reputational risks.

8.2 Inclusion in the Agreement Between the Hub and PM4NGOs

In cases where a Hub requires an immediate or region-specific solution that does not necessitate a global policy update, the proposed process, service, or event may be incorporated directly into the agreement between PM4NGOs and the Hub. This provides the Hub with the flexibility to address local needs while ensuring alignment with PM4NGOs' governance principles.

1. **Proposal Submission:** The Hub drafts a written proposal detailing the activity or process and how it aligns with PM4NGOs' mission and values.
2. **Negotiation and Approval:** PM4NGOs reviews the proposal and, if appropriate, includes it as an annex or amendment in the formal agreement between the Hub and PM4NGOs.
3. **Implementation and Oversight:** Once approved, the Hub may proceed with the activity while ensuring ongoing compliance with PM4NGOs' ethical, financial, and operational standards.

8.3 Key Principles for Policy Gap Management

- **Pre-Approval Requirement:** No Hub shall implement an activity, service, or procedure that is not explicitly covered by existing policies unless written approval is obtained from PM4NGOs.
 - Hubs should submit a catalog of services and products annually for approval at the beginning of calendar year.
- **Documentation and Transparency:** All new guidelines, whether incorporated into the Global Hubs Policy or a Hub-specific agreement, must be documented and made accessible to members and stakeholders.
- **Consistency and Alignment:** Any newly developed guideline must align with PM4NGOs' values, governance structure, and long-term strategic goals.

By following these structured mechanisms, PM4NGOs ensures that all Hubs operate within a unified, well-governed framework while retaining the flexibility to innovate and address regional needs. This approach reinforces the integrity and sustainability of PM4NGOs Hubs worldwide.