



Dorcac

Integrity
framework

Document information

Title document	Integrity Framework		
Owner document	Strategic HR Advisor	Status	Final
Document type	Policy	Approved by	IMT
Part of process(es)	Recruitment and selection Introduction of new employees Appraisal cycle (incl. development) Managing adequate working conditions Purchasing and tendering ' Cash transactions Handling data-breach report Handling complaints	Approval date	15-06-2021
Applicable for functions	All Dorcas Employees, Interns, Consultants, Partners, Volunteers	Next revision deadline	31-12-2022

Version history

Version number	Author	Main changes	Date sent for consultation / approved	Consulted
0.1	Renate Verhagen, Pleus Blom, Anton van Wijk, Janiek Borst-Boer	First draft	<date>	1. Astrid Klomp, program support officer
<0.2>	<Name>	<Shortly list main changes to document, compared to previous version>	<date>	<see above>
<1.0>	<Name>	<see above>	<date>	n/a
<1.1>	<Name>	<see above>	<date>	<see above>
<.....>	<Name>	<see above>	<date>	<see above>

Index

1. Integrity

- a. Purpose and Scope
- b. Meaning of Integrity

2. Prevention

- a. Integrity Team
- b. Employee's recruitment & training
- c. Procedures partner organizations
- d. Beneficiary awareness
- e. Financial Integrity

3. Reporting procedure

- a. Feedback, Complaints and whistle blower procedure
- b. Confidential counseling

4. Disciplinary procedure

5. Implementation plan

6. Annexes

- I. Code of Conduct
- II. Financial and Anti-terrorism policy
- III. Integrity Team and roles
- IV. PSEA Policy
- V. Feedback and Complaint procedure
- VI. Whistle blower policy
- VII. Complaints reporting form
- VIII. Disciplinary procedure

1. Integrity

Our integrity is derived from and embedded in the mission and values of Dorcas Aid International, as formulated in the strategic annual plan.

Dorcas desires justice, both for people and their communities, so that they flourish. We strive for lasting change for those who live in poverty, are excluded, or are caught in a crisis.

We are guided by these following values:

- Christ like: we are a Christian organization and we work prayerfully
- Courageous: we value an entrepreneurial spirit and are ready to go off the beaten track
- Collaborative: we desire to partner with everyone who shares our mission

a. Purpose and Scope:

Dorcas sets high standards for integrity and strives for an open and transparent culture. We continuously work together to improve our programs to reach those who are in need. This integrity framework and annexes are an important fundament for our organization on how we should manage any integrity-related risk with the aim to prevent integrity issues from happening, and when occurring, to take adequate action.

Together we strive for continuous awareness among all representatives of Dorcas (including employees, consultants, trainees, interns and volunteers), that they feel personally and collectively responsible for upholding and promotion which standards of ethical and professional conduct. This Integrity Framework, including its annexes, aims to provide clear guidance on what we expect of each other. It describes high standards of behavior and promotes good practice for everyone representing Dorcas Aid International.

This Integrity Framework, including its annexes, applies throughout the organization, including the countries where we work and the Dorcas shops. If one of our representatives acts in a way that is inconsistent with our integrity policies, our values and principles, this affects our reputation and may mean we fail to achieve our mission and objectives. This Integrity Framework, including its annexes, are mandatory to know and comply with, for all Dorcas employees.

We expect everyone who represents Dorcas to comply with international law and not to conflict with local law and to uphold the highest standards of integrity. Dorcas expects its representatives to always behave in a manner that represents Dorcas' mission and beliefs and core values. All representatives (Employees, Consultants, Volunteers, Trainees and Interns) of Dorcas are expected to sign the Dorcas Code of Conduct (annex) before conducting any activities on behalf of Dorcas. Also persons who visit Dorcas employees, partner employees and/or programs are obliged to read, sign and adhere to a code of conduct before travel.

b. Meaning of Integrity

Dorcas believes that it is important for everyone to reach out to act Christlike and with integrity: meaning to act with love and kindness, being reliable and patience, with goodness and self-control.

To do no harm and carefully consider the rights and interests of others. To treat people equally in many ways, nobody should feel excluded.

Working with Dorcas should occur within an atmosphere of mutual trust and commitment. It means a socially safe environment, in which everyone behaves responsibly and is willing to account for their conduct. It also means handling confidential and privacy-sensitive information with discretion.

Acting Christlike and with integrity is a joint responsibility. Both for employees (and other representatives) and for Dorcas as an employer. To act with integrity it's good to realize this is not bound to a person's workplace and contract with Dorcas. It's important to be aware that also private behavior can have a negative impact on acting of a 'good employee' or 'good employer'.

Employees have an obligation to act like a 'good employee'. Also, Dorcas has a duty to behave like a 'good employer'. Dorcas aims to ensure good working conditions and a safe working environment. This integrity policy is an essential part of this duty of care. Dorcas needs to protect its 'employees against integrity risks by putting in place the required facilities (assigning Confidential Advisor, Code of Conduct, Training, Feedback/Complaint and Whistle blower policies) Dorcas is responsible to create a socially safe climate so that integrity issues can be discussed openly and joint work can be done on improvements and risk reductions.

2. Prevention

a. Integrity Team

Dorcas has several offices. In The Netherlands is the International Head Office located (IO) and we have several country offices (CO) in Africa, Middle East and in Eastern of Europe.

In its International Office (IO) in the Netherlands, Dorcas assigned a Coordinating Integrity Focal Point. In each Dorcas country office (CO) a person is being selected to fulfill the role of Integrity Focal Person.

We have described and documented the various responsibilities and tasks of these Integrity Focal persons in the following document: (annex: role descriptions Integrity Focal Points)

b. Employees recruitment & training

Part of the prevention is Dorcas responsibility to recruit good and reliable employees. Employees who believe in our mission and want to contribute to it. And employees who can commit to, among other things, this integrity policy. We use different tools (checking criminal record and references) to assess their integrity to ensure as much as possible that we hire people with a high standard of integrity. We do proper screening of new employees. All Dorcas job applicants are informed via the job vacancy about our Code of Conduct and PSEA policy (annex). Candidates are interviewed multiple times by multiple persons. These job interviews cover questions about integrity. For all Dorcas staff a criminal record and reference check is part of the application procedure, if possible.

All employees receive integrity training when they start working at Dorcas. All employees receive periodic refresher training to continue awareness about the importance of integrity.

We have described and documented these employee prevention actions in our recruitment policy and our Development program.

c. Procedures partner organizations

Dorcas works closely with various partner organizations in the implementation of our programs. We expect all our partners to know and subscribe our integrity framework and policies. By signing the Project Partner Agreement, partner organizations confirm their agreement on this. In addition, we expect our partner organizations to have their own policies on integrity and PSEA or partners can reference to these Integrity framework and policies of Dorcas. If necessary, Dorcas will ask about this before entering into a partnership.

d. Beneficiary awareness

In addition to integrity, our project participants and communities can expect us to be accountable for our work and behavior. As Dorcas we want to be inclusive and reach everyone. We respect everyone's rights, we do not discriminate and we commit ourselves to our mission to reach out to the most vulnerable.

It is important to make the Dorcas communities and project participants aware of their rights and responsibilities and know how to report concerns and/or complaints. Therefore, sharing information about our complaint mechanism is important and necessary. In our feedback & complaint mechanism we have included several guidelines for our country offices on how they should inform communities and project participants.

e. Financial Integrity

Dorcas finds it important to ensure that our organization manages its finances on a responsibly and transparent way. Dorcas aims for accountability to the people we support and to God. But also to our donors, partner organizations and our employees.

Dorcas expects from all persons working on behalf of Dorcas to uphold the financial integrity of our organization. This means that people are transparent about how the money is used to carry out our mission. Dorcas aims to prevent and take action upon financial misconduct.

All agreements regarding Dorcas financial integrity are laid down in the: Dorcas Financial Integrity Policy (annex).

3. Reporting procedure

a. Feedback, Complaint and Whistle Blower Procedure

Dorcas is committed to high standards when it comes to integrity. In consistent with this commitment and desire Dorcas aims to be and creates an environment in which there is open and transparent communication. And where we continuously work together to improve our services to reach those who are in need. We strive for an effective and efficient way to prevent any form of unwanted inaccuracy and behavior.

Our Feedback, Complaint and Whistleblower policy are aimed at creating a way to invite anyone to speak out to us. We are open to receive feedback and handle complaints in a correct manner. We also want our employees to feel safe and protected when they act as whistleblowers.

More information about reporting and handling complaints you can find in our Feedback, Complaint and Whistle blower policy. Here you can also find all our reporting channels and reporting form. (annex)

b. Confidential counseling

Dorcas assigned an Confidential Counselor to support people experiencing or witnessing misconduct by Dorcas representatives and/or in our programs. Conversations between the Confidential Counselor and the person asking for advise are strictly confidential. The support includes: listening; support in the clarification of the type of misconduct experienced; advise on possible steps to be taken; support in making a decision related to this.

4. Disciplinary procedure

We expect everyone who represents Dorcas to comply with international and local law and to uphold the highest standards of integrity. Dorcas expects its representatives to always behave in a manner that represents Dorcas mission and beliefs and core values. If an employee acts in a way that is inconsistent with our integrity standards, values and principles and does not adhere to our rules of conduct and does not commit to our integrity policies, it can be necessary to take disciplinary measures.

We have summarized guidelines for taking possible measures regarding any form of misconduct. These can be found in our Disciplinary guidelines and procedures and are intended to provide guiding and principles about how Dorcas will handle and act when employees violate our code of conduct.

5. Implementation plan

#	Action	Relevant document	Owner	Deadline
1.	Create document Integrity Framework	Integrity Framework	HR	19 March 2021
2.	Create document Feedback, Request and Complaint Mechanism	Feedback, Request and Complaint mechanism	HR	19 March 2021
3.	Create document Disciplinary procedures & guidelines	Disciplinary procedures & guidelines	HR	19 March 2021
4.	Adjust document Whistle Blower Policy	Whistle Blower Policy	HR	19 March 2021
5.	Providing the definitive Integrity Framework to the Integrity Officer and Country directors and storing the documents in a central folder accessible to everyone.	Integrity Framework and annexes	HR	30 June 2021
6.	Communicate implications to all employees of the relevant office (HR will provide a template with the text which can be emailed to the employees by the country directors)	Integrity Framework and annexes	Country directors and HR	31 July 2021
7.	Set up training 'Integrity' for Integrity Officer and focal points	Integrity Framework and annexes	HR	31 August 2021
8.	Set up training 'Feedback, Request and Complaint Mechanism'	Feedback, Request and Complaint mechanism	HR	31 August 2021
9.	Set up training 'Integrity and PSEA'	Integrity Framework and annexes	HR	31 August 2021
10.	Follow 'Integrity training' by Integrity Officer and focal points	Integrity Framework and annexes	HR	31 December 2021
11.	Follow training 'Feedback, Request and Complaint Mechanism' by managers and country directors	Feedback, Request and Complaint mechanism	HR	31 December 2021
12.	Follow training 'Integrity and PSEA' by employees IO and COs	Integrity Framework and annexes	HR	31 December 2021

With this Integrity Framework and its annexes Dorcas complies with the Core Humanitarian Standard requirements in this regards and with the DRA PSEA Minimum Standards.

6. Annexes

- I. PSEA Policy
- II. Dorcas Code of Conduct
- III. Dorcas Financial policy
- IV. Dorcas Feedback and Complaint procedure
- V. Dorcas Complaints reporting form
- VI. Disciplinary guidelines and procedures
- VII. Whistle blower policy
- VIII. Dorcas Integrity Team