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KNCV

TUBERCULOSIS FOUNDATION

To eliminate TB



CODE OF CONDUCT

KNCV TUBERCULOSIS FOUNDATION



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1. INTRODUCTION

KNCV Tuberculosis Foundation is an NGO based in the Netherlands, with an increasing number of programs in foreign countries and expanding number of staff in the Netherlands and abroad. As the organization grows and becomes active in an ever-increasing number of countries, KNCV Tuberculosis Foundation wishes to make a clear statement about the organization's aspiration for the highest standards of integrity.

KNCV strives to maintain the highest standards of integrity out of the extra duty of care it feels for the appropriate allocation of the entrusted funds. While this Code provides general guidance and minimum expectations regarding employees' conduct, no code or policy can ever cover every conceivable situation an employee may face. Employees are expected to listen to and act upon their own conscience to help build and maintain KNCV's and their own reputation. The spirit of the Code is reflected in key questions employees may ask themselves in every situation:

- Does it feel right what I am doing?
- How would a donor feel?
- How would persons and communities affected by tuberculosis feel?
- What would be the reaction of the public if this was presented in the media?
- How would my colleagues feel?

To this purpose the KNCV Code of Conduct states explicitly the goals with regard to acceptable behavior and formulates ethical norms for everyone working on behalf of KNCV Tuberculosis Foundation, whether paid or volunteer. This Code of Conduct pertains to the employees and all governing bodies (internal and oversight) of KNCV Tuberculosis Foundation in the Netherlands and its offices abroad, temporary employees, consultants/ researchers conducting a temporary assignment for KNCV Tuberculosis Foundation, interns and volunteers. For simplicity sake, all of these individuals and groups of individuals will be referred to as 'employees'.

The purpose of this Code of Conduct is to provide employees with guidance to enhance integrity, and guidance on how to avoid, and/or act in, situations giving rise to conflict of interest. The Code of Conduct provides guidance in support of behavior that is beneficial to employees' own performance, creates a safe working environment and supports realization of the mission of KNCV Tuberculosis Foundation. The important principles behind this Code of Conduct are respect for each individual and the conviction that everyone deserves to live a life of dignity, regardless of their age, gender, sexual orientation, background, religion or political beliefs.

This Code of Conduct will explain KNCV Tuberculosis Foundation's mission, list the values upon which this Code of Conduct is based and detail explicitly how the code is applied in practice in a number of specific areas. It will then provide the basic principles, with special attention paid to the role of the employee as a representative of KNCV Tuberculosis Foundation during and after working hours, as well as the employer's expectations in this regard. This is especially relevant for KNCV Tuberculosis Foundation employees who work with the general public. Specific areas of behavior are covered in individual sections. The final section will deal with enforcement of this code. All employees are required to sign and return the attached Code of Conduct Affirmation to confirm their intention to abide by the letter and spirit of the code.

The first Code of Conduct was approved by the Management Team on 2 September 2008.

The Works Council approved the Code of Conduct on 26 January 2009. The responsibility for updating and amending the Code of Conduct to reflect new developments lies with the HRM Department in The Hague. The first revision of the code was implemented in January 2015, with a major contribution by the Works Council, which approved the revised version in June 2015. Suggestions from the Board of Trustees, in its meeting of September 2015, are incorporated.

2. THE MOST IMPORTANT CHARACTERISTICS, MISSION AND PERSONNEL POLICY FOR KNCV TUBERCULOSIS FOUNDATION

As specified in the Strategic Plan 2015-2020, KNCV Tuberculosis Foundation strives for excellence and considers the following core values to be essential for maintaining and enhancing its contribution to TB control and the level of expertise necessary to fulfil its mission:

1. Humanitarian focus
2. Results-oriented
3. Reliable
4. Flexibility to adapt to changing circumstances

KNCV Tuberculosis Foundation is an organization with a mission:

“The global elimination of tuberculosis through the development and implementation of effective tuberculosis control strategies and interventions.”

In order to achieve this mission, KNCV has defined a number of important areas of activity. The most important of these are:

- policy development
- technical assistance
- research
- promoting expertise
- advocacy, communications and fundraising.

The HRM framework describes the organization's vision for human resources issues, and serves as the foundation for the further development of human resources policy. The most important principles of this policy are:

- Human resources policy is an integral element of the strategy of KNCV Tuberculosis Foundation.
- A good human resources policy is vital for the completion of the KNCV's mission.
- KNCV treats its employees with respect.
- The supervisor is responsible for the implementation of the human resources policy.
- Proper and sufficient supervision and coaching are extremely important for ensuring the employee's good performance.
- Good performance is the shared responsibility of the employer and the employee.

Supervisors are expected to lead and mentor employees and to give this issue systematic attention during work meetings. However, employees also bear an important responsibility for their own performance at work.

This Code of Conduct provides ethical guidance and sets explicit rules and expectations in respect of specific areas of behavior for the employee and for those who work on assignment by KNCV, but there are many cases in which the employees must follow their own judgement. In the event of uncertainty, employees are expected to discuss the issue with their colleagues or supervisor prior to the event, or afterwards if that is not possible.

3. PURPOSE AND SCOPE

The purpose of the Code of Conduct is to provide employees with guidance and protection regarding the most important issues that they should be aware of as an employee of KNCV Tuberculosis Foundation. This code also protects KNCV Tuberculosis Foundation programs against the risks posed by lack of knowledge or the naïveté of its employees. In so doing, the code contributes to achieving the organization's mission and results.

The Code of Conduct applies to everyone working for KNCV Tuberculosis Foundation, regardless of their location.

If local conditions are in conflict with this code, then these conditions must be discussed with the supervisor.

It is the responsibility of the supervisor to discuss the Code of Conduct thoroughly with each employee in order to ensure that the code itself, and the consequences of non-compliance, are clearly understood.

All employees are responsible for reading and understanding the Code of Conduct.

4. BASIC PRINCIPLES

KNCV Tuberculosis Foundation rejects the following forms of behavior: sexual harassment, intimidation, aggression and discrimination based on health status, race, age, philosophy of life, religion, political beliefs, gender, sexual orientation, marital status and disability.

KNCV Tuberculosis Foundation wishes to prevent these issues from occurring through prevention and dialogue based on suspected or reported incidents.

Employees of KNCV Tuberculosis Foundation are expected to perform their duties from a position that is politically neutral, impartial and non-discriminatory.

KNCV Tuberculosis Foundation expects that each employee is conscious of the fact that he/she works in culturally diverse environments, in which he/she should act professionally and with respect for differences in order to prevent the parties involved from becoming embarrassed or offended.

5. PRIVATE TIME AND THE LOCAL COMMUNITY

It is not the intention of KNCV Tuberculosis Foundation to limit its employees' private activities. However, employees are reminded that even in their private lives they can be seen as representatives of KNCV Tuberculosis Foundation. All employees are therefore expected to behave properly and to abide by local laws and codes of conduct.

If the laws or regulations in a specific country cause practical problems for an employee, then the employee and his/her supervisor will discuss the most satisfactory solution.

EMPLOYEES' INVOLVEMENT IN THE COMMUNITY

The success of KNCV Tuberculosis Foundation's work is significantly improved by positive involvement in the community and local relationships. The following guidelines apply to employees working in a country other than their permanent residence:

- Employees of KNCV Tuberculosis Foundation who are on a mission or who are guests in a country for a longer period (for example, the so-called 'KNCV Tuberculosis Foundation expats'), may not become involved in political activities or community activities that may compromise KNCV's goals in that country, as KNCV Tuberculosis Foundation must be seen as an impartial and non-political organization.
- Local employees permanently residing in the country are part of the community and will be involved in many community activities.
- Great care must be taken in the area of religious activities. Although KNCV Tuberculosis Foundation advocates freedom of religion, its employees and their family members must be aware of the local sensitivities in this area and act accordingly.

Employees must ensure that their personal activities, convictions and opinions are not seen as the official positions of KNCV Tuberculosis Foundation.

6. SPECIFIC BEHAVIOR SUBJECT TO DISCIPLINARY MEASURES

6.1 ABUSE OF POWER

Contributing to the health and welfare of the population is a privilege, and thanks to KNCV Tuberculosis Foundation's strict norms, KNCV enjoys appreciation and respect from our clients. The abuse of this respect must be avoided at all times.

- Employees are prohibited from using their position for their own benefit or that of their friends or family members.
- Kickbacks, bribes or other forms of personal enrichment are not permitted under any circumstances.
- Employees are not permitted to receive personal gifts or money, goods or services from clients or subcontractors, unless such gifts are tokens of courtesy or gratitude to the employee. The value of the gift must be small in relation to the occasion.
- The maximum value amount for gifts is € 50.00 for employees working at the office in The Hague and employees working abroad via the KNCV Tuberculosis Foundation office in The Hague. When gifts are received, the recipient must make a realistic estimate of the monetary value of the gift and act accordingly.
- For employees of the offices abroad, the maximum allowable gift value will be determined by the KNCV country representative.
- If contracts for the provision of services to KNCV Tuberculosis Foundation are arranged by employees, then all of these contracts must abide by the relevant guidelines and procedures; fair, honest, in writing and signed by all the parties.

6.2 SEXUAL BEHAVIOR

KNCV Tuberculosis Foundation asks above all that its employees practice discretion with regard to sexual behavior during missions abroad.

- Employees must be aware, professional and respectful with regard to sexual behavior, taking into consideration the local laws, prohibitions and general community standards of decency.
- Regardless of the local laws (or lack of them), KNCV Tuberculosis Foundation forbids sexual relations of any kind with persons under the age of 18. Incorrectly estimating the age of a child is not a valid excuse.
- Employees travelling on duty must refrain at all times from purchasing or obtaining through influence sexual relations of any kind.

6.3 RELATIONSHIPS WITH OTHER EMPLOYEES

Employees are encouraged to maintain open and professional relationships with one another. Any differences in culture, religion or politics must be respected at all times.

- Although it is logical that friendships will develop between employees, these relationships should never interfere with the program goals.
- Supervisors are discouraged from starting sexual, financially dependent or other similar relationships with an employee under his/her supervision, nor should he/she accept a leadership position over an employee with whom he/she has such a relationship. If such a situation occurs, the Management Team will determine whether there is a conflict of interest, and if so, which measures to take. If the situation involves a member of the Executive Board, the Supervisory Board will decide on the matter. Although the situation will not affect the individual's employment, it may be necessary to reconsider the reporting line. Supervisors or employees who have a conflict of interest that is of material importance to the organization and/or the individual, are required not to participate in the discussion and abstain from decision making on the issue to which the person has a conflict of interest.
- Employees who have their own business or a financial interest in another business, and who possess an official authorization to sign contracts with third parties, may not sign a contract between KNCV and that business. KNCV employees also may not sign contracts between KNCV and companies owned by family members or persons with whom the employee maintains a sexual or financially dependent relationship, or a relationship of a similar nature.
- If a candidate for a job opening or appointment at the KNCV office in The Hague is a friend or relation for whom privilege or improper grounds may play a role, or a family member of a current employee, then a neutral selection committee consisting of persons who have no sexual, financially dependent, friendship or similar relationship will be appointed by HRM. This selection committee will make the final decision on whether or not to hire the candidate.
- In each of the situations described in this Article, a written motivation must be submitted explaining whether there is a conflict of interest. This written report will be added to the employee's personnel file (if applicable).
- For employees working in KNCV offices abroad, the definitive decision on appointing family members will be made by the country's representative, after consultation with the HRM unit in The Hague.

6.4 CONFLICTS OF INTEREST

Occasionally, situations may arise in which a potential conflict of interest could occur between the activities of KNCV Tuberculosis Foundation and personal activities. This is especially relevant in the area of service provisions and business contracts.

- Employees are discouraged from beginning and/or maintaining business relationships between members of their own family or friends and KNCV Tuberculosis Foundation. If a consulting bureau, a consultant or other subcontractor is to be contracted for an assignment with KNCV Tuberculosis Foundation, a minimum of three quotations from different providers must be requested. Exceptions may only be granted with written motivation and only under extenuating circumstances.

An impartial selection committee will choose the party to contract, and must motivate this decision in writing

- If an employee notices that a conflict of interest has arisen or may arise, he or she must immediately discuss the matter with his/her supervisor. KNCV Tuberculosis Foundation will ensure that the employee does not suffer negative consequences from such disclosure. If the concern is not adequately addressed by his/her supervisor, and the matter is not referred to management, then the employee may rely on the whistleblower procedure.
- If a potential conflict of interest involves a member of the Executive Board, then the Chair of the Supervisory Board must be informed. The member may not take part in decision making nor represent KNCV on the matter concerned, nor may he/she sign the contract for services. In such cases, the Board of Trustees (Supervisory Board) will decide on the matter.

6.5 USE OF KNCV TUBERCULOSIS FOUNDATION MATERIALS AND EQUIPMENT

- Employees are required to use the property of KNCV Tuberculosis Foundation, such as vehicles, computers and other materials, in accordance with the rules and guidelines stated in the office handbook or as determined by the Facility Management unit in The Hague.
- Employees are not permitted to use KNCV property for their own personal benefit.

6.6 MEDIA RELATIONS

- All contacts with the media must be approved by the Communications and Fundraising unit in The Hague.
- All requests for personal interviews or commentary must be referred to Communications & Fundraising in advance.
- Outside the Netherlands, the KNCV Country Representative is authorized to speak to the media, as long as all political/technical aspects are covered. All communications with the media must be reported to Communications & Fundraising.

6.7 WEAPONS

- KNCV Tuberculosis Foundation prohibits any weapons in buildings owned or used by KNCV Tuberculosis Foundation, unless express written permission has been granted by the KNCV board in the context of necessary security.
- KNCV Tuberculosis Foundation does not permit weapons in employee areas.
- International employees are not permitted to possess weapons in their work areas.
- KNCV Tuberculosis Foundation prohibits the carrying of weapons in the organization's vehicles. Armed civilian or military personnel are not permitted in the organization's vehicles. If armed persons threaten to use violence if they are not transported, then the employee(s) is/are required to follow the provisions of the Security Policy.
- Employees of KNCV Tuberculosis Foundation are not permitted to carry or transport weapons while on assignment abroad.

6.8 ALCOHOL AND DRUGS

- Employees are never permitted to work while under the influence of alcohol or drugs, whether these are legal or illegal, if they affect the employee's ability to perform his/her duties.
- Drugs are not permitted in the organization's property, offices or vehicles.
- Working under the influence of alcohol or drugs is considered to be gross misconduct, and employees who are observed to be under the influence of alcohol or drugs will be dealt with in accordance with the disciplinary procedures.

6.9 SMOKING

KNCV Tuberculosis Foundation has clear rules with regard to smoking in certain areas or circumstances:

- Employees are never permitted to smoke at work inside the office areas or other KNCV areas, unless a specially designated room or area is available where KNCV employees and visitors may smoke.
- Employees are prohibited from smoking in cars, rental cars or other vehicles provided by KNCV Tuberculosis Foundation.
- Employees are prohibited from smoking during visits on behalf of KNCV Tuberculosis Foundation during working hours, even if the host organization allows it.
- KNCV Tuberculosis Foundation will provide no smoking signs (if applicable) for offices and other areas in order to assist employees and visitors in complying with these provisions.

7. ENFORCEMENT OF THE CODE OF CONDUCT

This document is an integral part of the employment contract for employees of KNCV Tuberculosis Foundation. Any employee who fails repeatedly and in defiance of previous notification to comply with the Code of Conduct, will be subject to disciplinary action, such as verbal and written warnings, discontinuation of temporary contracts, up to and including dismissal from employment. The nature and extent of the action to be taken will be decided by the authorized supervisor, if necessary after consultation with HRM, the Unit Head and the KNCV Tuberculosis Foundation Executive Board in The Hague. Related documents: see KNCV Tuberculosis Foundation Employment Conditions, International Employment Conditions Scheme, and the HR Manual Field Offices.

If the laws of the host country have been broken by the employee, she/he may also be subject to criminal or civil proceedings.



If an individual unintentionally breaches the Code of Conduct, and realizing this, informs the supervisor, such action will be taken into consideration as mitigating circumstances when deciding on which, if any, disciplinary action will be taken.

Any employee purposely making false accusations of any alleged infractions of the Code of Conduct by another employee, is in breach of the Code of Conduct and will be subject to disciplinary action at the supervisor's discretion.



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