

CODE OF CONDUCT



HEALTHNET TPO



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HEALTHNET TPO

1. Introduction

HealthNet TPO is a professional organisation from the Netherlands working in the field of development cooperation. With its activities taking place both in the Netherlands and in other countries or on a global level, the organisation pursues the overarching goals of delivering effective development cooperation and achieving an inclusive, peaceful, fair and sustainable society for everybody.

HealthNet TPO builds healthy communities with people that have been abandoned. Marginalisation, increasingly defined as 'expulsion' in order to better understand socioeconomic and environmental processes that go beyond simply poverty and injustice, happens when people are displaced, fleeing from violence and obscene poverty, and expulsion also happens to people who are not going anywhere – because they have no means to get out of a hopeless situation.

Coming from a healthcare background, HealthNet TPO found that improving health in extremely fragile situations requires a social – and not only medical – approach. HealthNet TPO developed a way to identify agency and resources in fragile populations. People excluded from public services and any realistic development perspectives have often lost the use of its own communal resources for change. These are hidden in the damaged social fabric of the community.

HealthNet TPO engages the whole community in a process of identifying local problems, the sometimes hidden local resources, and local change agents. The latter, often young women, start tackling immediate and urgent problems as defined by people themselves. This starts a community dynamic that reunites people, strengthens social bonds, and restores healing relationships. HealthNet TPO does this successfully on the basis of cultural knowledge and therapeutic skills. HealthNet TPO helps to build new resources where needed. Health care is an outcome of a functioning community. HealthNet TPO builds healthy communities. HealthNet TPO studies the efficacy and efficiency of its work and publishes the results of its approach in peer reviewed journals.

Country offices aim to bring its structure and processes into line with the values they have defined together, as this helps them to pursue its own objectives in the best possible way. Everything in this Code of Conduct (hereafter: "the Code") has been formulated in the interests of effective development cooperation. The trust society places in the manner in which the organisations affiliated with HealthNet TPO organise themselves and carry out its activities is also of great significance for both the sector as a whole and for its country offices. A code of conduct reflecting the values on which HealthNet TPO wishes to base its operations on, is an essential tool in this respect.

In order to avoid duplication as much as possible, this Code will make, when relevant, explicit reference to other codes, regulations or standards already applicable, or to specific parts of these. Examples of these are the recognition programme for charitable organisations (*Erkenningsregeling Goede Doelen*), the SBF Governance Code (SBF being the organisation for the philanthropic sector), and the Istanbul Principles and its development in the International Framework for CSO Development Effectiveness.



2. Scope of Policy

This policy applies to: HealthNet TPO and its country offices, their subsidiaries and affiliate organisations (collectively "HealthNet TPO"); Members of HealthNet TPO's Board, management, team members, seconded employees, interns, and volunteers (collectively "Team Members"); Sub-recipients, partner organisations, contractors, outside experts, consultants, agents, representatives, and any other organisation or individual that acts on HealthNet TPO's behalf or at HealthNet TPO's direction (collectively "Partners"). The Code sets out the values guiding the activities of HealthNet TPO. The guiding principle is: "apply".

Under the compliance protocol, the foundation monitors whether the (country)offices are open to receiving complaints and giving them serious consideration.

3. Required Processes and Procedures to Ensure Compliance

HealthNet TPO ensures compliance with this Code of Conduct through their policies, guidelines and working manuals. The text sets out the norms and common values endorsed by HealthNet TPO as the basis for its activities.

The policies, guidelines and working manuals set out the specific regulations and consequences from not following these instructions. Consequences can vary from warnings to dismissal whereas in some cases legal steps can be necessary. These consequences are specified in these documents.

Every staff member is obliged to have taken note of this Code of Conduct and will confirm by signing this Code of Conduct.

Note:

This Code does not pretend to fully reflect every aspect of the topics covered.

4. Sustainable Civil Society Development

4.1 Sustainable Positive Change

HealthNet TPO shall:

- a. Operate on the basis of policies aiming to achieve sustainable results from its efforts;
- b. Work, on the basis of its policies, towards cooperation intended to achieve sustainable outcomes and impact;



- c. Serve, above all and in all its activities, the long-term objectives and needs of the groups of people targeted by its interventions. These activities may take place in the geographical region where the target groups are located or, for example, on a global level¹;
- d. Identify any potential negative impact before carrying out its interventions and activities, and do whatever is possible to avoid this negative impact;
- e. Uphold human rights, as set out in the Universal Declaration of Human Rights and, against that background, pay special attention to vulnerable and deprived people in the regions where the organisation is active;
- f. Take gender equality and the rights of women and girls as an important starting point for the development and implementation of policies;
- g. Take ecological sustainability into account in its activities.

4.2 Local Ownership²

HealthNet TPO shall:

- a. Ensure where possible that its partners are co-owners of programmes and projects, and that objectives and requirements of these partners and the target groups are leading when developing policies and designing the programmes and projects;
- b. Make use, where possible, of existing local structures and expertise in order to strengthen civil society in the countries where it is carrying out its operations.

4.3 Partnerships

HealthNet TPO shall aim at:

¹ The members will state, in a clear and direct manner, what approach they have adopted, for example the "Rights-Based Approach". The declaration of the UN reads as follows: "A human rights-based approach is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. Under a human rights based approach, the plans, policies and processes of development are anchored in a system of rights and corresponding obligations established by international law."

² The members preferably incorporate the development of capacity (empowering people, organisations and societies to successfully act in their own interest) as an integral starting point in their development programmes. They facilitate the endogenous development of capacity among their partners by supporting them in their organisational development while taking into account the local and country-specific context as well as issues of ownership and active management of demand.



- a. Establishing partnership relationships³ that are based on shared values such as equality, complementarity, mutual respect, trust, autonomy of the organisation and shared long-term goals, solidarity and global citizenship⁴.
- b. b. Strengthening, individually as well as jointly, the cooperative relationship with other actors involved in development cooperation.

5. Professional Organisation

5.1 Professionalism and Effectiveness

HealthNet TPO shall:

- a. Use the resources available to them as effectively and efficiently as possible;
- b. Continually work to improve its capability to achieve its mission;
- c. Aim to engage in cooperation transcending organisations where such cooperation increases effectiveness and/or efficiency;
- d. Work, in a visible manner, on the quality of its organisation and processes, and have these externally assessed on a regular basis;
- e. Monitor and evaluate⁵ its activities and results and do this at least partly on the basis of locally formulated indicators of processes and outcomes;
- f. Adhere, where appropriate, to the general standards for Corporate Social Responsibility⁶.

5.2 Building and Sharing Expertise

HealthNet TPO shall aim:

- a. To be a learning organisation (a learning organisation is an organisation which encourages individual and collective learning at all levels while adopting a

³ Partners are those people and/or organisations with whom the members collaborate in order to achieve their mutually agreed objectives.

⁴ Global citizenship finds its expression in behaviour which honours the principles of mutual dependency in the world, the equality of all mankind and our shared responsibility for the solution of global problems.

⁵ The frequency and method of evaluation should preferably be appropriate to the nature and scale of the activities. Where evaluations are used for accountability, they should preferably be carried out by independent professionals.

⁶ The member shall preferably adhere to the OECD Guidelines where applicable.
<http://www.oecd.org/corporate/mne/>



methodical approach, and which develops itself continuously as a result);

- b. To encourage learning from experience and the proactive sharing of expertise with each other and with and between the partner organisations and the various stakeholders, both within and outside the sector.

5.3 Financial Standards

HealthNet TPO shall adopt the following financial standards as a minimum:

- a. An audit report from an external auditor, which is not an adverse audit opinion, is available and in accordance with the relevant guidelines for annual reporting;
- b. The financial management guidelines for charities (Richtlijn Financieel Beheer Goede Doelen) are followed with regard to the size and management of reserves and the investment policy;
- c. Remuneration of executive directors and board members takes place in accordance with the latest version of the regulations on the remuneration of charity directors (Regeling beloning directeuren van goededoelenorganisaties) by Goede Doelen Nederland. Additionally, the norm for senior government officials set by the Dutch Ministry of Foreign Affairs applies as a maximum for all directors, board members and employees;
- d. Each year, it will disclose the financial situation by publishing the financial annual accounts.

5.4 Transparency and Accountability

For the purpose of transparency and accountability, HealthNet TPO shall adhere to the following principles:

- a. It will take active steps to provide, in understandable language, insight into its objectives, policies, decision-making processes, expenditures, activities, progress, results, evaluations, operations and integrity issues, covering the Netherlands as well as the regions where it carries out its operations;
- b. Its accountability also covers those who constitute the target group of its activities;
- c. It is prepared to engage in consultation and dialogue about its own performance with the relevant social and political groupings.

5.5 Good Employment Standards

HealthNet TPO shall:



- a. Adopt clear guidelines on the health, safety and wellbeing of all employees and volunteers working in the Netherlands and elsewhere. It will act on the basis of detailed safety and integrity risk assessments with regard to both its own employees and volunteers as well as with regard to other parties towards whom it has a responsibility;
- b. Pursue equal opportunities for staff members by:
 1. acting on the basis of the principle of non-discrimination;
 2. aiming to achieve diversity in the composition of its workforce and in managerial positions.
- c. Ensure that its employees and volunteers are aware of applicable local legislation⁷ and cultural factors that may affect its work, and that they take that knowledge into account in its actions.

5.6 Good Governance

HealthNet TPO shall:

- a. Pursue active policies with regard to the prevention and combating of fraud and corruption both within its own organisation and in its dealings with the outside world;
- b. Have introduced, in accordance with the SBF Governance Code, a separation between the governance and the supervision of the organisation;
- c. Ensure that a board member who becomes involved in a conflict of interests will report this to the board on which he or she sits and abstain from taking part in relevant consultation and decision-making processes.

5.7 Well-Functioning Integrity System⁸

HealthNet TPO shall:

- a. Have a Code of Conduct which defines the standards and values of the organisation in a clear and concise manner. The code covers all aspects of integrity, as listed under b) below, and defines what is considered unacceptable behaviour and sets out how potential victims are protected and receive good care. The Code of Conduct is readily accessible and published on the website.
- b. Have an integrity system, including a Code of Conduct, which devotes attention to the following:
 - *Misuse of power or position*
 - Corruption;

⁷ Where possible and appropriate, members shall comply with all relevant legislation in the countries where they work (including legislation in the areas of social security, health, pensions and tax).

⁸ The practical implementation of the integrity system can be adapted according to the nature and size of the organisation. A principle of 'apply or explain why not' must be observed.



- Conflicts of interests and partiality (e.g. nepotism, favouritism);
 - Manipulation or unauthorised divulgence of information;
- *Financial violations*
- Fraud;
 - Misuse or improper use of resources; theft.
 - Tax evasion or asset management/investment policy contrary to the organisational purpose and objectives;
- *Interpersonal violations*
- Unwanted intimacy, sexual intimidation and sexual violence;
 - Aggression, discrimination and bullying;
- c. Will translate its Code of Conduct into guidelines and instructions for any people and parties who act on behalf of the organisation (such as service providers and partner organisations);
- d. Will assign overall responsibility for the integrity system to a director or management team member, while assigning relevant supervision to a member of the supervisory body;
- e. Have one or more sufficiently equipped staff members who are engaged in policy formulation, advice and practical implementation of integrity matters;
- f. For the reporting of violations, have in place:
- A person or unit to whom reports can be submitted in an easily accessible, safe and confidential way by staff, volunteers and other stakeholders;
 - One or more persons of trust;
 - Formal arrangements with an external whistle-blowers authority.
- g. Have available capacity and expertise (either in-house or externally) to:
- Investigate reports;
 - Advise on proportional disciplinary action/punishment, including possible legal;
 - Advise on appropriate victim support or compensation;
 - Take decisions on measures to be taken and implement them;
 - Advise on appropriate communication about any integrity violations;
- h. Ensure that all target group, members of staff, volunteers and those acting on behalf of the organisation are aware of the Code of Conduct, guidelines and reporting procedures, and are alert to its proper application;
- i. Identify, at appropriately regular intervals, all relevant integrity risks;
- j. Introduce a moral learning process, to include a system of regular moral deliberations about issues and dilemmas put forward by staff;
- k. Devote a part of the organisation's Annual Report to integrity, and include information about:
- The manner in which the organisation complies with all above requirements;



- The number and nature reports about integrity violations and the action taken in response to those reports;
- Reflection on the organisation's own integrity policy.

6. Communications and Fundraising

6.1 Mutual Understanding

HealthNet TPO shall:

- a. Behave in a comradely fashion in its interactions with other organisations;
- b. Show respect for each other when approaching the public with the aim of raising funds;
- c. Be willing to participate in mutual consultation regarding common interests;
- d. Hold itself accountable with regard to compliance with this Code;
- e. Make efforts, in both its individual and collective actions, to serve the interests of the sector and promote its public image, so as to promote in turn the effectiveness of development cooperation.

6.2 Responsible Fundraising Methods

HealthNet TPO shall:

- a. Provide full, correct and accessible information about the goals of fundraising;
- b. Show respect to both donors and recipients when fundraising;
- c. Report the costs of activities of which the main aim is fundraising as costs of fundraising, doing so in a transparent manner;
- d. Be in possession of an official recognition (under the recognition programme for charitable organisations) when more than 30% of its income comes from fundraising among the public in the Netherlands;
- e. Develop a fundraising policy and make the resulting selection of images and messages on the basis of the following principles⁹:
 - Respect for the human dignity of the people involved;
 - The equality of all mankind;
 - Acceptance of the necessity to promote solidarity and justice.

⁹ In implementing these principles members shall preferably comply with the Code of Conduct on Messages and Images as drawn up by Concord, the European confederation of Relief and Development NGOs.
<https://concordeurope.org/2012/09/27/code-of-conduct-on-images-and-messages/>



The facts, opinions and/or images presented by HealthNet TPO shall be based on its own observations or on sources which are known to the organisation and are regarded as reliable. When establishing the facts of an issue, the principle of hearing both sides of the argument shall be applied. This principle shall also be applied to prevent partiality in the organisation's external communication. The application of this principle can be overruled when the safety of individual people or organisation is at stake.

7. Approved Policy

This policy was approved by the HealthNet TPO Board on September 10, 2019. This policy may only be amended or changed with the approval of the Board(s).

I hereby declare to have read and understood the Code of Conduct of HealthNet TPO

Place:

Date:

Name:

Signature: