

JOIN good forces

ETHICAL GUIDELINES

& RELEVANT POLICIES

**For the prevention of sexual exploitation and abuse, fraud and corruption
and abuse of power**

For all staff of JOIN good forces and all partner organisations

September 23rd, 2019

This document was approved by the board of JOIN good forces on 23rd September 2019 and is a revision of a document with the same title updated 29th September 2017.

– carriers of hope

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A. Code of Conduct

Code of Conduct for JOIN good forces staff and signatories, with obligations for any partner organisation.

1. Preamble

These Code of Conduct are based on universal values such as respect, justice, loyalty, reliability, truthfulness, the notion that one should treat others as oneself would like to be treated, and the core values of the organisation. Among these are

- Respect for human rights, e.g. that work should be carried out without discrimination based on race, gender, social status, sexual orientation, disability, and religious or political affiliation;
- Respect for the host country's laws, culture and religion, insofar as these are not in conflict with international human rights standards.
- Zero tolerance for sexual abuse, exploitation and harassment.
- Commitment to counteract abuse of power and any form of exploitation of people in vulnerable situations.

2. Purpose

JOIN good forces (in the document referred to as JOIN) is handling both public and private funds, and in accordance with guidelines for Norad's grant recipients, the purpose of these ethical standards is to counteract abuse of power and prevent people in vulnerable situations from being exploited by persons linked to JOIN. Further, it is to ensure necessary follow-up procedures if abuse of power occurs, with the aim of justice for the victim, and to restore confidence in the organisation. Finally, it is to contribute to public trust in the management of Norwegian development assistance, support the integrity and credibility of development assistance in general, and protect the reputation of Norad, JOIN and our partners in the Global South.

3. Principles

The key values this code of conduct is based upon, are dignity, integrity, transparency and accountability. The party or parties that have signed this code of conduct have accepted to be bound by these principles and the control mechanisms given in the code of conduct.

3.1 Respect for human **dignity**

JOIN acknowledges the right of every man, woman and child to be protected against corrupt practices and unacceptable working conditions. Children are especially vulnerable and need special protection against abuse of power by adults.

3.2 Promotion and protection of moral **integrity**

JOIN acknowledges that all staff have the right and duty to resist corruption and to report on any corrupt act that he/she has witnessed or is a victim of; if threatened, he/she should be backed by the signatories to this code of conduct. The notion of moral integrity also includes to abstain from any form of sexual abuse, exploitation or harassment, and from possession and use of illegal drugs or excessive use of alcohol. Being under the influence of drugs or alcohol while driving is strictly prohibited.

3.3 Promotion of **transparency**

JOIN acknowledges that the principle of transparency should be adopted in all decision-making processes and that activities and financial transactions should be documented. Such documentation should be made available to all relevant parties either unsolicited or upon request. We will undertake to promote this principle in its relationship with different public and private sector partners.

3.4 Promotion of **accountability**

JOIN acknowledges that the principle of accountability should be adopted in all financial transactions and decision-making processes. We will actively promote this principle in our relationship with our partners.

4. JOIN's approach to combat corruption

JOIN understands corruption and other misuse of funds as ways of providing oneself, one's organisation or a third party an undue advantage, e.g. by giving or receiving gifts, travels, discounts, bonuses or other benefits that could potentially influence one's own or the recipient's action in service. JOIN condemns every corrupt act, such as bribes, embezzlement, fraud, extortion, favouritism and nepotism, and we will ascertain that this is understood among its staff. This means:

- 1 Board members and staff shall not take advantage of their position when interacting with other staff or partners or other parties.
- 2 In their organisational capacity, no person shall accept gifts from colleagues, partners or others, except for token items of appreciation.
- 3 Neither shall bribes be received, nor provided.
- 4 In their organisational capacity, no person shall take part in activities that generate personal profit (e.g. buying, selling, bartering).
- 5 Board members and staff shall not commit JOIN, either financially or in any other way, unless officially authorised to do so.
- 6 All staff shall administer with exactness and care the funds and material supplies entrusted to him/her and be prepared throughout the assignment to render an account of the use of such funds and supplies.

5. Implementation of the code

5.1 Structure

We shall employ the structures and procedures of the present code, especially to the following areas:

- 1 Separation of different organisational bodies to enhance accountability (governance, management and control), transparency in financial management (for example double signature, publication of accounts, adoption of procedural codes), external independent auditing of accounts.
- 2 Recruiting of personnel in a transparent manner.
- 3 Documentation of the measures implemented to ensure accountability through organisation charts and procedures manuals.
- 4 Publication of progress and financial reports including balance sheets.
- 5 Self-evaluation of JOIN's and partner organisations' activities and openness to external evaluations if considered pertinent by any of its stakeholders.
- 6 Guidelines of good conduct during field visits and travels.

5.2 Reporting on violation of the code

Staff shall be encouraged to notify their leader if the principles of the code are violated. If no action is taken, violations of the code should be communicated to other signatories to the code. This implies

members of the Board of JOIN good forces or members of the Council of JOIN good forces. Alternatively, one can go directly to Norad or Norwegian MFA. For instructions on this, see Appendix 2. Staff reporting such violations, shall be protected against any reprisals by any of the signatory to the code.

5.3 Internal sanctions

Any partner organisation or staff who violate the code is liable to sanctions from the organisation.

5.4 Legal measures

The organisation shall take matters to court if sanctions are ineffective or laws are violated. According to its means, the organisation shall undertake to promote the independence of the judicial system if it has doubts on its independence.

5.5 Follow-up and evaluation of the code

The organisation shall regularly follow up the implementation of this code.

The code may be revised by the signatory parties based on the experience acquired during its implementation.

The code was ratified by the Board of Directors on 23rd September 2019


Date and signatures of JOIN good forces Board:


Haakon Bryhni
(Chairman)

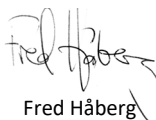

Ole Johan Sandvand
(Board member)


Milfrid Tonheim
(Board member)


Sissel Oversand
(Board member)


Madel Gunnarshaug Rosland
(Board member)

Date and signature of JOIN good forces Director:


Fred Håberg
Daglig leder

Date and signatures of JOIN good forces staff:


Lucie Bindu
Daglig leder

The code was ratified by South Partner organisation representatives.

Date and signatures of South Partner organisation representatives:

B. Anti-Corruption Policy

1. Anti-Corruption Policy JOIN good forces

1.1 Preamble

JOIN good forces (in the document referred to as JOIN) takes an active stance against of all forms of corruption with a zero-tolerance position. This entails that JOIN will work actively with the prevention and detection of corruption.

JOIN expects all staff to strictly adhere to JOIN's Anti-Corruption Policy (ACP) and established procedures, and expects all local partners, to make the ACP known among staff and to ensure that the policy and its tools are implemented. JOIN expects all staff to acknowledge that it is a corrupt act not to report suspicions of corruption, and all managers to acknowledge that it is a corrupt act not to act with appropriate measures upon such incidents.

1.2 Definitions

Transparency International define corruption as *the abuse of entrusted power for private gain*¹, where abuse can be classified as either "grand, petty and political, depending on the amounts of money lost and the sector where it occurs".² Wikipedia offers a similar definition: *In general, corruption is a form of dishonesty or criminal activity undertaken by a person or organisation entrusted with a position of authority, often to acquire illicit benefit.*³

Corruption occurs in many forms, for example:

- **Bribery:** The offering, promising, giving, accepting or soliciting of money, gifts or other advantage as an inducement to do something that is illegal or a breach of trust in carrying out an organisation's activities.
- **Kickback:** A form of bribery, where someone involved in a purchasing process is getting a reward from the supplier for placing an order of goods or services.
- **Embezzlement:** Theft of resources for personal benefit.
- **Extortion:** The act of obtaining something by force, threats or undue demands.
- **Favouritism:** The unfair favouring of one person or a group at the expense of others, includes nepotism which is favouritism shown to relatives.
- **Fraud:** The deceit or breach of confidence, perpetrated for profit or to gain some unfair or dishonest advantage.
- **Maladministration:** Mismanagement or financial misconduct in handling or reporting of money, financial transactions or other assets.
- **Trading in influence (influence peddling):** A form of bribery, when a person promises to exert an improper influence over a decision-making process in return for an undue advantage, 'influence' traded for money or an undue advantage.

Perceptions of what constitutes corruption may vary within and across cultural boundaries and are often limited to financial mismanagement and fraud. Other 'non-financial corruption', such as nepotism, beneficiary favouritism, sexual exploitation and the diversion of aid resources to non-target

¹ <https://www.transparency.org/what-is-corruption>

² <https://www.transparency.org/what-is-corruption>

³ <https://en.wikipedia.org/wiki/Corruption>

groups, are less often understood as corrupt practices in some cultures. General poverty amongst the members of the communities wherein JOIN works could create a situation where JOIN's local staff are vulnerable to undue pressure from people outside JOIN, to obtain confidential information, e.g. about tender procedures or applications for funds. Partner organisations could also be a target for undue influence from JOIN staff misusing their power as managers of funds. Such incidents are not always seen as corrupt practices, neither by the exploiter nor by the victims. According to this policy and its tools and guidelines, within JOIN's organisation and in our cooperation with partner organisations, the misuse of power to gain non-financial benefits will always constitute a corrupt act and should be reacted upon.

With the definition and examples above in mind, JOIN acknowledge that there are situations and contexts where it is hard to determine whether the suspected incident or practice is a result of lack of capacity and/or competence, or if it is deliberate misuse of power and/or funds. This policy and its guidelines, with procedures for reporting, investigating and reacting should when appropriate be used in a capacity building manner, rather than as a reaction to reported incidents only.

1.3 Zero-tolerance

Respecting the principles of the zero-tolerance mandate, JOIN has planned responses to corruption, keeping in mind its broader development objectives and the context of the societies in which JOIN operates. All detected incidents, or suspicions of incidents will be reacted upon, and the action taken will be in accordance with our policy and regulations, local legislation, and the context and nature of the incident.

1.4 Risk management and sharing of responsibility

JOIN believes that when working in cooperation with partners in developing countries and post-conflict areas, the costs of proper corruption risk management, as well as the costs of handling corruption incidents, should be shared among stakeholders in a way that does not harm the recipient community. When operating in challenging and complex contexts with high levels of corruption and weak judicial and law enforcement capacity, leaving the responsibilities and the costs of corruption risks management to the partner and/or recipient would be demotivating for any actor engaging in a corruption-prone context. JOIN believes that sharing of responsibilities among the stakeholders, from donor to implementing actor, will give better access to such difficult contexts and, furthermore, encourage innovative anticorruption practice.

2 Anti-Corruption Policy tools JOIN good forces

JOIN's Anti-Corruption Policy entails three tools:

1. **Corruption Risk Management System (CRMS)** tools for preventing corruption
2. **Alert Raising Procedure (ARP)** – whistle blowing
3. **Guidelines for Handling Cases of Corruption (GHCC)**

The **CRMS** describes necessary procedures and lists documents that are part of JOIN's system for administration and project management, and how these systems entail measures to reduce corruption risk, and subsequently incidents.

The **ARP** comes into play when someone suspects corruption, with forms for reporting, addresses to use, guidelines for reporting, etc.

Finally, when an incident has occurred, the **GCHH** guides the whole process from detecting an incident until the case is closed.

2.1 CRMS – Corruption Risk Management System

The Corruption Risk Management System (CRMS) consists of the organisation's guidelines, procedures and recommendations on corruption risk management measures, and the measures required to implement them efficiently.

JOIN acknowledges that both preventative mechanisms and sanctions are required in the fight against corruption. On the preventative stage, our collaborating partners play a major part with analysis of prevalence and perceptions, as well as with implementation of procedures and routines within administration and program management.

Corruption risk should not solely be addressed through project management measures, but also through a corruption-focused understanding and analysis of the environment in which JOIN operates; from the broad country context to the sectors of engagement/operations, to the partners' records and practice, as well as within JOIN's own management, in Norway and internationally.

JOIN Head Office (HO) is responsible for maintaining up-to-date guidelines on how to handle and react upon corruption. This includes detecting and reporting, and possible sanctions. It is the responsibility of all staff to adhere to these. Below are the JOIN tools for corruption risk management

2.1.1 Measures that identify corruption risks

An important step in combating corruption is awareness of where and how it may occur. JOIN shall make risk assessments prior to launching new activities or partnerships. Likewise, before entering a new country, a thorough analysis of the risks must be completed. Management and support functions, such as accounting and finance; logistics and procurement; and administration, should be aware of the settings and areas where corruption is more likely to occur.

Context Analysis – A thorough qualitative analysis of the specific corruption situation is necessary, particularly if JOIN contemplates a longer-term engagement. This should give the JOIN Manager a clear idea of the level of practice and acceptance of corruption in the country of operation; rather than a management tool it should be an awareness tool. Individuals performing such assessments are encouraged to use available external resources, such as Transparency International's Corruption Perception Index and the World Bank Worldwide Governance Indicators, to begin building a corruption risk profile that could inform a range of in-country activities.

Partner Analysis – The selection of reliable and reputable partners is recognised as one of the most important processes in achieving programme impact. JOIN's Partner Analysis tool has sections especially addressing corruption risks and assessment of opportunities for corruption, mainly concerning the local organisation's administrative structure. The aim is to make the JOIN manager able to identify, monitor, and intervene on vulnerable points.

2.1.2 Measures that reduce the corruption risks (opportunities for corruption)

JOIN have guidelines in place to deter staff and partners from engaging in unethical behaviour.

Recruitment procedures: JOIN's policy on recruitment, hiring and contractual relations states that all vacancies, permanent or temporary, must comply with JOIN's Code of Conduct. Only qualified candidates should be called for an interview. The panel sitting through the interview should between

them decide who will be offered the job, but no job offer must be made until the process is concluded. See full guidelines in the QMS Personnel Handbook⁴.

Contracts: JOIN's Procedure on Quality Control of Legal Aspect of Contracts states that it is *extremely important to put points of agreement in writing before, during and after the negotiation and implementation of the agreement*.⁵, and that *Equal importance should be given to the follow-up of a contract implementation as the amount of resource is utilized during the negotiation of a contract*.⁶

Project documents: Programme/project plans and proposals should always outline JOIN's corruption risk mitigation efforts as part of the description of risks and assumptions for the achievement of the programme/project objectives.

Programme monitoring routines: During regular programme follow-up visits to projects and programmes, JOIN Head Office representatives should discuss corruption risk mitigation. This should be included in the Terms of Reference for visits, and progress meeting agendas. Corruption risk may also be part of more targeted formal monitoring missions. Discussions, status, and agreed action points should be outlined in the travel-/monitoring-/progress-report.

Regular Audits and Special Audits: All entities in JOIN should make proper preparations for audits according to Audit instructions and donor requirements.

Anti-corruption training to partners and staff: All JOIN staff must receive anti-corruption awareness training as part of their introduction, and refresher courses, preferably annually. JOIN should also offer our partners similar training.

2.1.3 Measures to detect corruption

Reporting and whistle-blowers: All JOIN staff are obliged to report any unethical behaviour they may come across in relations to the programme, including incidents of corruption. It is accessory to corruption not to report suspicions of corruption, and for managers it is a corrupt act not to act upon such reports. JOIN also encourages partners and other members of the public to report incidents of corruption. JOIN staff should report incidents. Partners and members of the public may also report to a relevant JOIN manager or directly to the Head Office.

JOIN should not disclose the identity of any whistle-blower, whether the person has made the allegation anonymously or the identity is known to JOIN, unless the organisation obtains the whistle-blower's consent. Monitoring and evaluations may, as well as being a method in reducing corruption risk, be a tool in uncovering it. As outlined above, all JOIN programmes should undertake regular monitoring and evaluations, and JOIN's tools and templates are developed to include measures for detecting corruption risks in projects.

Areas of concern: See point 2.1.5 for list of situations that could give reasons for alert.

2.1.4 Implementation

All JOIN staff should receive an anti-corruption briefing as part of their introduction. To get the best effect of the implementation of the CRMS, training should focus on areas relevant to the participants and the documents and procedures used in their work. Corruption risks and opportunities differ between programmes and work settings, and it is important to tailor the trainings accordingly.

⁴ JOIN good forces Quality Management System Personnel Handbook

⁵ JOIN's Procedure on Quality Control of Legal Aspect of Contracts

⁶ JOIN's Procedure on Quality Control of Legal Aspect of Contracts

JOIN will have an open and innovative approach to corruption risk management and anti-corruption work. Detected cases of corruption and irregularities will be disclosed to the public. JOIN's annual result report will report on all detected incidents, as well as general efforts to fight corruption.

2.1.5 Potential reasons for alert

2.1.5.1 Accounting / Procurement

- Long-lasting problems of keeping financial records up to date
- Bank or cash accounts reconciliations have out-dated open postings
- Bank or cash reconciliations missing supporting documents or signatures from management
- Bidding procedure not followed
- Vouchers look suspicious
- Payments lack supporting documents
- Suppliers terms seem over-priced
- Payments to agents or other indirect payments made
- Costs are out of proportion
- Suppliers not willing to sign procurement contracts with anti-corruption clauses
- Payments through companies in tax havens
- Large cash payments
- Suspicious requests from suppliers, e.g. backdating of vouchers, use of foreign bank accounts

2.1.5.2 Payroll, allowances and benefits

- Extended use of travels and per diems, e.g. for training
- Payments of medical costs out of proportions
- Frequent use of salary advances
- Pension schemes paid through nominees or according to "home-made" systems
- Mix of different currencies in the payroll system

2.1.5.3 Partner cooperation

- Agreed reports and meetings are not being followed
- Reports received are not adequate and lack necessary documentation
- Audit reports and/or management letters from auditors shows reasons for concern
- Lack of progress of project activities
- Occurrences in the project accounts that are hard to explain
- Change of auditor without explanation
- Dubious management system, lack of internal control routines
- Lack of segregation of duties
- Individual dispositions/access rights of accounts
- Lack of separate project accounts for easy identification of grants
- Bank reconciliations do not match the accounts
- Annual statement and audited statement differ
- Actual salaries differ from budget, specifically when concerning managers
- Lack of signatories on the annual statements of accounts

2.1.5.4 Other areas that should trigger alert

- Anonymous reports – whistle-blowers
- Articles in the press indicating corruption
- Staff who never take holiday
- Engagements and contracts given to close contacts or family members or friends
- Staff show sudden changes in lifestyle, i.e. new car, expensive clothes, travels, etc.

2.2 ARP (Alert Rising Procedure) – Whistle blowing

React and report: JOIN encourages all staff and partners to react to and report corrupt practises. To be able to do so it is of vital importance to have an easily accessible procedure to follow upon suspicion, or detection of possible misuse of power or funds, or irregularities.

2.2.1 Filing a report

Any person, whether employed by JOIN or not, may report allegations of corruption. Allegations may be reported anonymously.

Staff are encouraged to report through the line manager, unless the supervisor is involved, in which case one should report to the next in line. However, one may report directly to JOIN Head Office management, if preferred. Persons not employed by JOIN may report to the supervisor they regard suitable, or directly to JOIN HO, Internal Auditor or Director. If the director is involved, one should report to the chairman of the board of JOIN good forces, or to the chairman of the Council of JOIN good forces. Alternatively, you may report incidents directly to the Whistleblowing channel or Norad's external reporting channel, Wiersholm, in one of the following ways:

email: varsling.dep@wiersholm.no, Telephone: (+47) 210 210 00. For anonymous whistleblowing: <https://wiersholm-varsling.no>

Anyone filing a report should include as much relevant information as possible that may help shed light on the allegations. However, the whistle-blower is not the investigator and should not attempt to gather evidence that are not easily at hand, nor, under any circumstances, break the law to obtain such evidence. It is encouraged that reports are made in writing, but they may be made orally.

2.2.2 Protection of whistle-blowers

A whistle-blower is any person who reports allegations of corruption or other misuse of power or funds. A whistle-blower may make their own identity known to JOIN when filing the report, or report anonymously. JOIN should not disclose the identity of any whistle-blower, whether the person has made the allegation anonymously or the identity is known to JOIN, unless the organisation obtains the whistle-blower's permission to do so. Harassment for reporting allegations of corruption will not be tolerated. JOIN's zero tolerance to corruption implies reaction to corruption, but also to limit the impact to those directly involved, and to avoid unnecessary damage to innocent parties.

Still, the risk that projects could cause is inevitable, and a potential whistle-blower might be reluctant to report due to the risk of losing his/her employment. JOIN reiterate the importance of detecting irregularities early, to be able to rectify before major damage is done, and thus reducing the risk of closing of programmes and projects.

JOIN will assess the allegation and consider whether to launch an investigation. A whistle-blower should be told within two weeks of reporting an incident whether an investigation will be launched. The identity of the subject who is the focus of the investigation should be confidential. He or she does, however, have the right to be informed about the allegations.

Anyone called in to give evidence in the investigations must cooperate. They should refrain from disclosing the investigation or their testimony to anyone not connected to the investigation.

2.2.3 False reports

Anyone reporting an allegation of corruption should do so in good faith. If an allegation is found to have been made with malicious intent, JOIN may report the incident to the relevant judiciary body.

2.3. GHCC – Guidelines for handling cases of corruption

The guidelines follow a six-step procedure for handling detected cases of corruption:

1. Detecting corruption
2. Information and communication about the incident
3. Reporting the incident
4. Investigating the incident
5. Reacting appropriately
6. Closing the case

2.3.1 Detecting corruption

Corruption can be detected within any area of JOIN's operation – in the field or in Head Office (HO) management. Point 2.1.5 above lists situations that could give reasons for alert. The list is not exhaustive but gives some indications of areas where corruption is more likely to emerge. When someone in JOIN, at HO or at an External Office (EO) suspects corrupt practice, or receives a report of a suspected irregularity, the suspicion must be reported to JOIN management. According to the Anti-Corruption Policy, and JOIN's ethical guidelines/The Code of conduct signed by all JOIN staff, it is acknowledged that it is in fact a corrupt act not to report suspicions, and all managers acknowledge that it is a corrupt act not to act upon such reports or allegations. Detecting consists of finding out the severity of the matter, and plan for further reporting, or closing. If it is evident that the allegations do not hold substance, there is no need for further investigation. Nevertheless, it is still important to be aware of who has received information, who is involved, what damage could have been done, and how to act accordingly. A note to file should always be made.

If the reported case is considered to hold substance, further action should be taken immediately.

First, before involving others, within JOIN or externally, it is important to limit information to the 'need to know', and avoid the 'nice to know', both concerning actual information about the specific case and number of persons to involve.

Secondly, the receiver of the report should determine which donors are possibly involved. This is important for deciding to whom to report next. The Norad/MFA guidelines require a low threshold for informing of any suspicions. When it is determined if donor funds are affected it is possible to identify the applicable provisions and requirements that will have to be followed in the following phases.

Finally, all information and actions taken should be properly logged.

2.3.2 Information and communication about the incident

Head of Communications, or her/his representative, must be notified instantly when an allegation of corruption or other incidents of misuse of trust has been received by JOIN. JOIN staff should be informed about the incident prior to public disclosure, preferably once an investigation has been launched. It is vital that the staff feel included and informed about their workplace.

The preferred strategy for communication is public disclosure of the incidents at JOIN's own initiative as soon as the case is concluded. Having a corruption case independently "discovered" by the media creates impression of concealment and dishonesty, which ultimately cause far more harm in the long term. There will be incidents where public disclosure is not preferred, but this will be considered by the Communications Department in each case.

2.3.3 Reporting the incident

It is important to distinguish between “Detecting” and “Reporting” in this context, the latter being reporting the matter to JOIN management and subsequently to donor(s). This is the action taken after “Detecting”, the action taken by the supervisor or manager receiving the alert from a staff or a partner.

If relevant donors involved are not identified already, this should be done now, and the correct way to report the matter, according to relevant donor requirements, should be established. The Norwegian Ministry of Foreign Affairs (MFA) and Norad require that any suspicion of corrupt practise is reported without undue delay. This means that any suspicion found to be worth following up should be reported immediately. Other donors’ requirements are not always similarly specific. How and when to report must be decided in each case, based on the requirements of the relevant agreement. Some donors (e.g. Norad and MFA), have special forms to fill in when reporting corruption.

Reporting to donors should always be done by the HO management, preferably by the Chief Financial Officer (Head of Finance Dep.) or the Internal Auditor, or by the Head of Department involved. Desk Officers, Programme Department Managers or Country Directors shall not report suspected corruption to donors. The formal reporting should always be done by JOIN HO in Oslo. All information, notes on action taken, reports, correspondence and minutes from meetings should be properly logged.

2.3.4 Investigating the incident

It is recommended that a task force or work group to investigate the matter be established, but this depends on the capacity of the office involved. The group should be small and able to work fast. If a set-up with fixed members is established, it is important to make sure solutions for substitutes are in place, to avoid delays of action due to absence of members. Anti-corruption groups would usually consist of three to four members. At least one member should be from management and/or finance, and both local and expat staff should be represented if possible. In some complex cases, the Head Office could assist an External Office and if necessary, provide a team of experienced staff to conduct the investigation.

When the group is established, being an established function or an ad-hoc work group, it is important to first confirm or disprove the suspicion/accusation. The investigation should be carried out in a way minimising the risk of compromising evidence. In some cases, it is necessary to make sure not to miss deadlines for reporting incidents to the police or other authorities. If relevant, cooperation with other affected donors or NGOs should be considered. When the group has an informed opinion of what has taken place, hiring an external firm to do the investigation, or parts of it, should be considered. Often a forensic audit will be necessary. If possible, sharing of costs of the investigation/audit with other NGOs and/or donors involved should be considered and tried out before entering into an agreement with an audit firm or other investigating firm.

When relevant the Terms of Reference (ToR) for the report from the investigation should include provisions for recommendations to appropriate reactions. However, some audit firms might think this is outside their scope of work, and it will be necessary to seek additional advice from a law firm or other qualified entities, such as anti-corruption bureaus/commissions, or consultants. Hiring an audit firm or consultant to do the investigation should follow JOIN’s procurement policy. A ToR should be always be developed. If it is decided not to conduct an external forensic audit, an internal audit should be done. In such situations, it is possible to involve our contracted auditor to take part and give advice.

The investigation, external or internal, should be initiated immediately, with a tight time frame, not compromising its quality. It should always conclude with a written report with recommendations. In

addition to the formal report it is important that all minutes, correspondence and negotiations and any documentation of findings, are properly logged.

2.3.5 Reacting appropriately

When detecting a matter certain reaction will take place at once. Depending on who the suspect is, the initial reactions will differ.

2.3.5.1 Immediate reactions

JOIN staff: A JOIN staff suspected of corruption should be suspended with all authorities and accesses withdrawn immediately. This includes access to offices (keys, alarm codes), JOIN computers/laptops, passwords to IT-systems, work phones/cell phones.

JOIN Partner organisation: An immediate reaction towards a partner organisation will imply the freezing of funds while the investigation takes place. Freezing of funds should not necessarily take place if the irregularity concerns only one or a few identified staff within the organisation, and when the partner's management takes responsibility to suspend the involved persons immediately. Furthermore, if it is evident that freezing of funds would affect payment of salaries to innocent staff and seriously harm their families, or if distribution of emergency items, such as food or pharmaceuticals, would be affected, or other serious consequences of freezing of funds are evident, then other solutions should be elaborated. In such cases it is necessary to look to the management structure as well as statutes, by-laws or other strategic documents of the partner organisation, to identify who to approach. This could be a chair person or the board of directors. The aim is to find the best way to react without harming the organisation or its staff and/or the project objectives more than necessary. At the initial phase, the most important is to make sure evidence is not lost, and that further irregularities will not take place.

2.3.5.2 Reactions based on documentation/ investigation

A formal complaint to the police or an anti-corruption authority would usually not take place until after the investigation. The investigation will document the facts, and give recommendations on how to react, or indicate an appropriate reaction. A decision to report incidents to the police should always take the present country context into consideration. The general guideline is to report documented corruption to the police. Still, some of the countries where JOIN works have weak or even corrupted legal systems, and where fair and transparent prosecutions and trials are not likely to take place. In such contexts reporting incidents to the police may not be advisable, and other measures should be sought. If in doubt advice should be sought from HO. Reactions should be proportional to the severity of the incident. An element of claims for pay-back is usually part of the reaction. Pay-back arrangements should be made in accordance with national legislation and take the ability to re-pay and other social and economic factors into consideration. Below are different ways of action to be considered.

2.3.5.3 Reimbursement

A claim for reimbursement should be made if misuse of funds is documented, regardless of the reason for misuse. In most cases funds are to be reimbursed back to the donor. The documentation must show clearly that there is a misuse of funds, in one of the following ways:

- A criminal case is established
- A civil action case is established
- There is an unconditional right to claim reimbursement in a contract or agreement with the counterpart / partner
- The incident is admitted by the responsible part

- The misuse is considered highly probable and well documented in the investigation

If the other party contests JOIN's right to claim reimbursement, taking legal steps to recover the funds should be considered. The decision to take legal steps shall be consulted with HO. Legal actions must be considered based on the specific case, the type of non-compliance, the amount involved, the wording of the agreement, the likelihood of recovering the funds. Claims for reimbursements must be put forward within a reasonable period. Remember to adhere to local legislation and rules on limitation periods.

2.3.5.4 Civil action

Civil proceedings to claim reimbursement and, if appropriate, compensation could be instituted when the partner concerned refuses to settle. The steps to be taken must be considered on a case-to-case basis, depending on the type of non-compliance, the amount involved, the wording of the agreement and the likelihood of recovering the funds. The decision to proceed with a civil action should always be done in agreement with HO.

2.3.5.5 Cancellation of claims

If there are not enough funds available to reimburse the misused amount, the claim could be cancelled. Still, the back donor will usually claim reimbursement from JOIN. For instance, in Norwegian MFA the threshold for cancelling claims is very high. Therefore, if cancelling claims JOIN should be prepared to bear the costs with own funds.

2.3.5.6 Compensation claims

There are various factors that may give rise to a compensation claim. The agreement may provide grounds for a claim, or this may follow from the general non-statutory rules on compensation outside contracts, and an assessment must be made on a case-to-case basis. In some cases, it may also be appropriate to claim compensation for expenses incurred in documenting financial irregularities. In cases where it can be established that JOIN has suffered a loss, a claim for compensation should be filed against the partner or counterparty. A compensation claim may be filed in addition to a claim for reimbursement of misused funds. The decision to file a compensation claim should always be consulted with HO.

2.3.5.7 Criminal proceedings

Once the occurrence of financial irregularities has been documented with enough degree of probability, JOIN should consider reporting the case to the relevant prosecuting authority. The relevant prosecuting authority (police, anti-corruption bureau, or other relevant entities/ ministries), and the country in which the matter should be reported must be considered in each individual case. In deciding whether to initiate a prosecution a close assessment of the legal system in the country where the judicial proceedings would take place must always be made, to determine whether the legal system functions in accordance with fundamental principles of due process. It is important to assess whether judicial proceedings could lead to forms of punishment not accepted in Norway (torture, death penalty), how long the process could take, and the costs involved in such a process.

2.3.5.8 JOIN staff

For JOIN staff, disciplinary measures may be called for. All staff sign the JOIN Rule of Conduct, and its provisions clearly states that disregard of its provisions may have contractual consequences and dismissal. Furthermore, all JOIN staff are liable for any losses caused by their mismanagement of JOIN's properties, and JOIN shall have access to legal redress in the event of contravention of the code of conduct.

2.3.5.9 JOIN Partner organisations

Cooperation with partner organisations must be terminated if it has been confirmed that the partner has failed to comply with the terms of the agreement and to show the necessary willingness and ability to rectify the matter. If it is clearly documented that there has been a fundamental change in the partner's attitude and practices about financial irregularities and that the necessary control systems are now in place, resuming cooperation could be considered.

In many cases, the activity that has generated suspicion will concern only part of a partner organisation, and JOIN should assess the causes of what went wrong before deciding whether to continue the partner cooperation. Before resuming full cooperation, JOIN should make sure that everything possible has been done to rectify the reasons why there were financial irregularities and ensure that they will not occur again. Rectifying corruption risks should take precedence over the need to continue the activity.

2.3.5.10 Non-financial irregularities

Corruption will not always imply financial irregularities. Misuse of trusted power, such as nepotism or patronage, could have financial aspects, but the actual amount involved is not easy to determine. In such cases the reaction will not entail pay-back but could include claim to cover damages. However, it is not recommended to enter into arrangements to cover such damages.

2.3.4.6 Closing the case

All documents relevant to the case should be filed in accordance with the JOIN archive procedures. This includes documents with proper logging of all actions and decisions throughout the process, from detecting an incident to closing the case. Records should usually be maintained both at the country office and JOIN HO. There are cases where filing only at JOIN Head Office is advisable, e.g. if the contents of the file could imply a security risk to staff or partners.

All files should be handled as confidential. JOIN's principle of openness about corruption should not jeopardise people's right to privacy or expose information that could lead to threatening situations, harassment or stalking. Following the closing of a case the relevant JOIN management and administrative procedures should be reviewed for possible amendments with the aim of minimising the risk of future incidents, drawing on the lessons learned from a specific incident.

Through JOIN's cooperation with the Norwegian Ministry of Foreign Affairs and Norad, JOIN is obligated to report all cases of corruption and irregularities to MFA annually. The list will be included in MFA's global list of all cases reported.

C. Gender Policy

Gender Policy JOIN good forces

The work of JOIN, both domestically and internationally, shall be characterized by our dedication to promote the rights of women and equality between the genders. This fundamental equality approach is deduced from the biblical record of creation (Genesis 1:27) where it is written: “So God created man in his own image, in the image of God he created him, male and female he created them”.

As a consequence, JOIN will never tolerate any form of sexual harassment or sexual exploitation or any behaviour that falls short of meeting the standard of appropriate and respectful behaviour, as has been highlighted through the recent #metoo campaign. Neither does JOIN tolerate any discrimination of people with alternative gender identities or sexual orientations.

The work of JOIN shall contribute to increased knowledge of injustice based on gender and to better understanding of the power balance that affect the different roles of women and men, their positions and influences in family life, the local community, the nation and religious, political or other organisations. Equality involves changes in the power balance between the genders and a redistribution of resources and responsibilities. Women and men are both holders of certain rights that should be fulfilled regardless of gender. A special challenge is that the persons and institutions holding the juridical and moral responsibility to meet these rights are usually men or being dominated by men.

Change of priorities of men, their ways of thinking and practice, including a positive mobilization of their resources, is essential to equality. This is a specific challenge within church or faith-based contexts, where patriarchal thinking and practice is predominant. Men should be challenged to work with masculinity and their own roles.

Gender-based violence is often justified by harmful customs and traditions. It is important to strengthen local initiatives that combat such practices. War and conflict often lead to increased violence against women and girls and increase their need for protection. Gender-based violence is a severe violation of human rights and challenges all humanitarian and development aid, including projects where JOIN carries the responsibility.

Discrimination of girls and women is a hinder to peace and development. The exclusion of women from peace processes and conflict solving weakens the legitimacy and relevance of the work. JOIN will promote women’s rightful representation and participation in projects, staffing and networking. The work of JOIN shall include targeted measures to promote the participation of girls and women in the decision making of society to ensure increased control of their own lives as well as political and economic resources.

JOIN will:

- Review all project/programme plans using Gender Equality Analysis (GEA) and minimizing negative effects of interventions on women/girls.
- Use gender disaggregated data.
- Promote inclusive fatherhood.
- Give priority to women and children when dealing with victims.

- Ensure that leadership positions are not dominated by one gender, including JOIN board and administration. JOIN will promote gender balance also within partners, project leadership and as far as possible community contacts.
- Adhere to the UN Security Council Resolution 1325 on Women, Peace and Security and the follow-up resolutions (1327, 1366, 1408, 1820, 1888, 1889, 1960, 2106, 2122, 2242, 2272, 2331 and 2467).
- Ensure that all staff members, including partners, give women and men equal treatment, and that they are both met with equal respect.

JOIN will focus its gender related activities and programs within the following areas

1. Sexual and Gender Based Violence (SGBV)

JOIN will:

- Support interventions that give victims of SGBV dignity, security, physical/medical support, psycho-social rehabilitation and a successful return to family and community. The interventions will include providing the victims with relevant and economically useful skills and access to a relevant network that can give long-term social support and inclusion.
- Advocate for a better understanding for the extensive consequences of SGBV on human security, social cohesion, and the rights of protection and participation.
- Use SGBV as a platform for open discussions on men's violence against women and girls with the aim of violence reduction
- Be specific in the analysis of SGBV to identify the connection to women's social, economic and political discrimination in society, especially in conflict countries

2. Women and girls' education

JOIN will:

- Fight cultural and social conditions that hinder girls in entering and completing primary and secondary education.
- Support interventions that specifically aim at providing quality primary and secondary education to girls.
- Support interventions that include vocational training of girls/women to increase skills that provide income.

3. Child soldiers

JOIN will:

- Give priority to women/girls
- Do a special follow-up on services to girls

D. Do No Harm Policy

Do No Harm – Policy for JOIN good forces

Do No Harm is an internationally acknowledged framework for analysing the impact of assistance on conflicts. This framework describes *seven steps* whereby any given organisation can identify the information that has been found through experience to be important for understanding how assistance affects conflicts. The framework also organizes these categories in a visual lay-out that highlights their actual and potential relationships and helps us predict the impacts of different programming decisions.

Outline of a Seven Step Approach to Assistance Programming in the Context of Violent Conflict

STEP 1 Understanding the context of conflict

- identify the appropriate “arena”—the geographic and social space which is relevant to your assistance programme
- identify which inter-group conflicts have caused violence or are dangerous and may escalate into violence?
- how does the assistance project relate to that context of conflict?

STEP 2 Analyse (identify and unpack) dividers and sources of tension

STEP 3 Analyse (identify and unpack) connectors and Local Capacities for Peace (LCPs)

STEP 4 Analyse - identify and unpack - the assistance project

Analyse the details of the assistance programme. Remember: it is never an entire programme that goes wrong. It is the details that determine impact.

STEP 5 Analyse the assistance programme’s impact on the context of conflict through Resource Transfers (RTs) and Implicit Ethical Messages (IEMs)

- how do the programme’s RTs and IEMs impact on dividers and sources of tension?
- how do the programme’s RTs and IEMs impact on connectors and LCPs?

STEP 6 Generate programming options

IF an element of the assistance programme has a negative impact on dividers – strengthening / reinforcing dividers, feeding into sources of tension or

IF an element of the programme has a negative impact on connectors weakening / undermining connectors and LCPs

THEN generate as many options as possible how to do what you intend to do in such a way as to weaken dividers and strengthen connectors

STEP 7 Test options and redesign programme

Test the options generated using your / your colleagues’ experience:

- What is the probable / potential impact on dividers / sources of tension?
- What is the probable / potential impact on connectors / LCPs?
- Use the best / optimal options to redesign project.

IN PROGRAMMING DOING STEPS 1 TO 6 DOES NOT MAKE SENSE IF YOU DON'T DO STEP 7 AS WELL!

Policy

JOIN will in general integrate and use the Do No Harm analytical framework into all planning, implementation and evaluation of projects and interventions in the field.

JOIN will:

- Conduct a Do No Harm analysis of all running projects every third year, or when the changes in the level of conflict require such analysis.
- Conduct a review of the Do No Harm *Indications for assessing assistance's impacts on conflict*⁷ when new types of projects are planned and annually on all running projects. If the summary of the questionnaire indicates a clear negative impact, JOIN will conduct a Do No Harm analysis on the new project.

Do No Harm – Indications questionnaire		
JOIN Project no:		
Project title:		
Date of review:		
Review approved by:		
QUESTIONS	YES	NO
Are assistance goods stolen, especially by those connected directly to a warring side?		
What are the market impacts of assistance in the given area? Specifically: Are the prices of goods connected to the war economy rising? Are incentives for engaging in the war economy rising? Are prices of goods connected to the peacetime economy falling? Are incentives for engaging in peacetime economic activities falling?		
Is assistance provided in ways that benefit one sub-group over others? Does the assistance agency employ people more from one group than others?		
Is assistance providing a sufficiently significant amount of material to meet civilian needs that: More local goods are freed up to be used in warfare/by armies? Local leaders take little or no responsibility for civilian welfare?		
Is assistance being given in ways that “legitimize” war related individuals (giving them more power, prestige or access to international attention or wealth?)		

⁷ <http://www.joingoodforces.no/file/clpdonoharmhandbook2004en.pdf>

Is assistance being given in ways that legitimize actions of war (for e.g. reinforcing patterns of population movements that warriors are causing; linking to divisions in society thus reinforcing them)?		
Is assistance being given in ways that legitimize war supporting attitudes (for e.g. rewarding those who are most violent; being given separately to all groups in assumption that they cannot work together)?		
Does the assistance agency rely on arms to protect its goods and/or workers?		
Does the assistance agency refuse to cooperate or share information and planning functions with other assistance agencies, local government or local NGO's? Does it openly criticize the ways that others provide assistance and encourage local people to avoid working with other agencies?		
Does field staff separate themselves from local people with whom they are working, and do they frequently use assistance goods, or the power they derive from them, for their personal benefit or pleasure?		
Does the assistance agency apportion its institutional benefits (salaries or per diem scales; equipment such as cars, phones, offices; expectations of time commitments to the job; rewards for work done; vacation, R&R, evacuation plans) in ways that favour one identifiable group of workers more than others?		
Do the assistance staff express discouragement and powerlessness in relation to their staff superiors, home offices or donors? Do they express disrespect for these people but often cite them as the reason why something is "impossible"?		
Are assistance staff frightened and tense? Do they express hatred, mistrust, or suspicion for local people? Do they frequently engage their local staff counterparts in conversation about violence, war experiences, the terrible things they have experienced (thus reinforcing the sense that these are the things that matter)? Does the agency promote or in other ways exceptionally reward staff members who have served in more violent places/situations?		
Does the assistance agency's publicity and/or fundraising approach demonize on one side of the war? Does it treat one group as always "victimized" by the other?		
<p>SUMMARY: Are the answers to these questions consistently "no"? _____</p> <p>If several of the questions are answered by "yes", and this impact directly relate to events that are affected or caused by assistance, the agency should consider conducting a Do No Harm analysis.</p>		

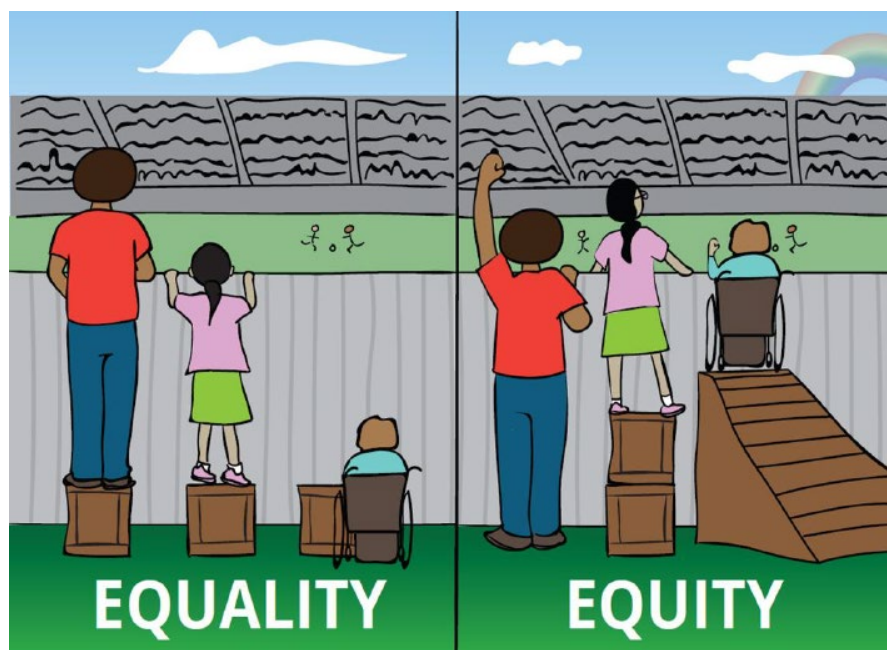
E. Leave No One Behind Policy

Leave No One Behind Policy JOIN good forces

In 2015, UN member states approved the 2030 Agenda for Sustainable Development – a transformative global agenda that integrates the economic, social and environmental pillars of development within 17 intricately interdependent Sustainable Developmental Goals (SDGs). Central to the 2030 Agenda is a pledge to meet the goals for all, leaving no one behind, and endeavouring to reach the furthest behind first⁸.

JOIN good forces is committed to implement this focus in all our developmental initiatives. Especially we will endeavour to play a role in delivering services to marginalised groups and individuals, who are subject to discrimination or live in fragile or humanitarian environments. Among these are people stigmatized on the bases of sexual orientation, gender identity, religious affiliation, physical and mental disablement and sexual victimisation. Especially, JOIN will put greater emphasis on disability inclusion.

With disability we understand “an evolving concept that results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others” (UNCRPD preamble). Disability inclusion focuses on removing barriers not impairments. For this to happen we will look at opportunities for creating equity, which differs from equality.



©Atlas Alliance

We believe the approach to assist disabled people should be human rights-based, as opposed to the more traditional charity and medical based approach. The table below highlights the differences:

⁸ https://read.oecd-ilibrary.org/development/development-co-operation-report-2018_dcr-2018-en#page32

Approach	Charity	Medical	Human rights-based
View	Sees disability as a problem in the person	Sees disability as a problem in the person. The Convention on the Rights of the Child (1989) uses this approach	Sees disability as the gap between society's barriers and the person's capabilities
Definition	Disabled are regarded as people who need pity and charity	Defines the person with disability only as a patient with medical needs	Persons are disabled by society denying their rights and opportunities
Problem	Disabled are seen as 'unfortunate', 'dependent' or 'helpless'	Focuses on a person's impairment as the obstacle	Focuses on society, not persons with disabilities, as the problem.
Society	Assumes disabled cannot contribute to society or support themselves	Seeks to 'cure' or 'improve' individuals to 'fit' them into society	The needs and rights of persons with disabilities are the same as everybody else's
Effect	Disabled become long-term recipients of welfare and support	Expensive, tends to benefit relatively few	Disabled can enjoy the same rights as everybody else
Activities	Aid provided by specialist organisations, not mainstream development. Provides disabled largely with money or gifts, such as food or clothing	Offers only medically focused help, carried out by specialists	Activities focus on identifying and removing attitudinal, environmental and institutional barriers that block inclusion
Inclusion	Disabled are viewed and kept as a separate group	Persons with disabilities are segregated from the mainstream	Regards disabled as part of society rather than separate

Figure 1: How the human rights-based approach differs from the Charity and Medical approach.

JOIN has signed an agreement of intent with the Atlas Alliance to increase the awareness and understanding on how to better include this approach to disability in all our programmes and sensitize our south partners on this issue. The agreement includes specific activities to be undertaken over the next years to lift the quality of any programme in relation to people with disabilities.

JOIN will also take measures to systematically implement the principles and guidelines from the infographic on next page.

Infographic

Leaving no one behind



Box 1.1. Being left behind: Some illustrative facts

Women and girls

In some regions, 48% of girls are not in school (UN Women, 2018_[6]). An extra year of secondary schooling for girls could increase their future wages by 10-20% (Chapter 3 and the “In My View” piece by Katja Iversen, President and Chief Executive Officer of Women Deliver).

Two hundred fourteen million women in developing countries have an unmet need for modern contraception. Unsafe abortion is still one of the leading causes of maternal death.

Every year, 12 million girls are married before age 18, leaving girls, especially from poor, rural and disadvantaged populations, behind (Case study on ending child marriage).¹

Persons with disabilities

Of the 1 billion persons with disabilities worldwide, 800 million live in poverty (UN, 2015_[7]) (World Bank, 2018_[8]) (Chapter 3).

Women with disabilities are twice as likely to experience domestic violence and other forms of sexual and gender-based violence as those without disabilities (Ortoleva and Lewis, 2012_[9]).

Indigenous peoples

While they make up 5% of the world’s population, indigenous peoples account for 15% of the world’s poor (Case study on due diligence for the inclusion of indigenous people).²

Climate change

Climate shocks result in higher relative losses for poorer populations, who are less equipped to recover from extreme incidents (Chapter 3).

Forecasts of climate change-induced migration vary from 25 million to 1 billion environmental migrants by 2050, with 200 million being the most widely cited estimate (IMO, 2018_[10]).

Small island developing states make up two-thirds of the countries with the highest relative annual losses due to climate-related disasters (OECD, 2016_[11]) (Chapter 10, “In My View Piece” by the Right Honourable Keith C. Mitchell, Prime Minister of Grenada).

Six of the ten countries experiencing the most deaths in disasters between 1996 and 2015 are fragile – Afghanistan, Haiti, Honduras, Myanmar, Pakistan and Somalia (UNISDR and CRED, 2016_[12]) (Chapter 3).

Energy

Around 1 billion people live without access to electricity, and close to 2.7 billion live without access to clean and healthy cooking facilities (Case study on India’s pathway to universal electrification).³

Inequality and poverty

Ten per cent of the global population – 736 million people – were still living in extreme poverty in 2015. Forecasts for 2030 suggest that rates will not fall below 3% even in high growth scenarios (World Bank, 2018_[2]).

The poorest 50% of the world’s people are estimated to receive less than 9% of global income, while the richest 1% receive more than 20% (World Inequality Lab, 2018_[13]).

Sixty-seven per cent of the value being created under global value chains accrues to lead firms from OECD countries, while 25% goes to firms from emerging countries and 8% to firms from low-income countries, where most workers live (Banga, 2013_[14]).

According to the Gini Index, countries considered extremely fragile, among them Central African Republic and Haiti are also among the countries with the most unequal income distributions (Chapter 3).

1. The publication (OECD, 2018) “Case Studies on Leaving No One Behind: A companion volume to the Development Co-operation Report 2018” is available at: <https://doi.org/10.1787/9789264309333-en>.

2. The publication (OECD, 2018) “Case Studies on Leaving No One Behind: A companion volume to the Development Co-operation Report 2018” is available at: <https://doi.org/10.1787/9789264309333-en>.

3. The publication (OECD, 2018) “Case Studies on Leaving No One Behind: A companion volume to the Development Co-operation Report 2018” is available at: <https://doi.org/10.1787/9789264309333-en>.

Appendix

Appendix 1: Whistleblowing in the Foreign Service, Norwegian MFA

Whistleblowing in the Foreign Service, Norwegian MFA

As a general rule, Foreign Service employees should in the first instance discuss the matter in question with their immediate superior or, if more appropriate, a more senior line manager.

Employees may also report unacceptable circumstances to the Foreign Service Control Unit or through the Foreign Service's external reporting channel. Such matters may be reported to the Foreign Service Control Unit either by email to:

s-kontrollenhet@mfa.no

or by letter to:

Sentral kontrollenhet
Postboks 8114 Dep,
0032 Oslo

Mark the email or envelope "Varsel".

If you wish to make use of the external reporting channel, you may do so by completing this online QuestBack form by email to: varsling.dep@wiersholm.no

or by letter to:

Wiersholm
v/Avdeling for granskning og compliance
Postboks 1400 Vika,
0115 Oslo

Mark the email or envelope "Konfidensielt varsel".

Unacceptable circumstances may also be reported by telephone to: (+47) 21 02 10 00.

Appendix 2: Norad's Whistleblowing poster

Norad's Whistleblowing poster

WHISTLEBLOWING ON UNACCEPTABLE CIRCUMSTANCES IN NORAD

What is whistleblowing?	Whistleblowing is notifying about reprehensible conditions within the organization
What are unacceptable circumstances?	Unacceptable circumstances are circumstances involving a breach of legislation, internal guidelines or ethical norms, e.g. bullying, sexual harassment, discrimination, drug abuse, a poor working environment, circumstances that endanger employees' lives or health, hazardous products, embezzlement, theft, fraud, corruption, breach of trust, etc.
Who can whistleblow?	The guidelines apply to all employees in Norad, including local employees and honorary consuls. External persons who have no connection with Norad may also report any circumstances they find unacceptable. In such cases these guidelines apply insofar as they are appropriate.
How do I whistle blow?	You can whistleblow in writing or orally, e.g. by telephone, email or letter, or in person.
To whom should I whistleblow?	<p>As a general rule, you should contact your immediate superior or a more senior line manager. You may also whistleblow indirectly through an employee representative, health and safety representative, colleague, lawyer or other adviser.</p> <p>If you are not employed Norad, or if you are Norad employee but prefer to notify through a channel other than your line management, you may report incidents directly to the Whistleblowing channel or Norad's external reporting channel, Wiersholm, in one of the following ways:</p> <p>email: varsling.dep@wiersholm.no; Telephone: (+47) 210 210 00. For anonymous whistleblowing: https://wiersholm-varsling.no</p> <p>In addition, you always have the right to whistleblow to a supervisory body or other public authority (for example the Norwegian Labour Inspection Authority, the Data Inspectorate or the Police).</p>
Do I have the right to whistleblow?	As an employee you have the right to report unacceptable circumstances in the organization.
Duty to report! What do I have a duty to report, and to whom?	<ul style="list-style-type: none"> ○ You have a duty to immediately notify the employer, the health and safety representative and, insofar as necessary, other employees of any defects or hazards that could pose a threat to life or health unless you are able to remedy the situation yourself. ○ You have a duty to notify the employer or the health and safety representative of any harassment, bullying or discrimination at the workplace. ○ You have a duty to notify the employer if an employee is injured at the workplace or contracts an illness you believe is due to his/her work or circumstances at the workplace. ○ You have a duty to notify the employer of any circumstances that could

	cause loss or injury to the employer, employees or the local environment, see the ethical guidelines for the civil service.
As health and safety representative, do I have a special duty to report?	Health and safety representatives have a special duty to report under the Working Environment Act. If a health and safety representative learns of circumstances that could result in accidents or health hazards, he/she is to immediately notify the employees at the location. If the report is not followed up within a reasonable space of time, the health and safety representative is to notify the working environment committee or the Norwegian Labor Inspection Authority.
What should the report include?	The report should include: <ul style="list-style-type: none"> • Your full name (but you can choose to remain anonymous) • Your place of service (this may be omitted if you wish to remain anonymous) • Date of your report • The period, and date and time if applicable, of the circumstances concerned • Exactly what you have observed • The place where the incident occurred • Other witnesses • Any known previous incidents involving the same person(s).
What is required of the whistleblower?	You must proceed in a responsible manner. What is deemed to be a responsible manner depends on an overall assessment of the situation. This includes considering whether your criticism is well founded and whether you have given due consideration to the employer's legitimate interests in the way you proceed. In any event, you always have the right to report in accordance with your duty to report or the organisation's whistleblowing routines; see section 2-4, subsection 2, second sentence, of the Working Environment Act. In addition, you always have the right to whistleblow to a supervisory body or other public authority (for example the Norwegian Labour Inspection Authority, the Data Inspectorate or the Police).
Can I go to the media? (public whistleblowing)	According to Article 100 of the Constitution, which concerns freedom of expression, you are entitled to speak your mind in the general public debate, including criticising circumstances related to your place of work. However, the non-statutory duty of loyalty dictates that you may not harm your employer's interests or activities by speaking negatively of them in public unless this is justified. The requirement that you must proceed in a responsible manner generally means that whistleblowing should be carried out through the organisation's internal channels and to public supervisory bodies. This requirement is more stringent with regard to public whistleblowing, i.e. via the media, blogs, websites, emails to multiple recipients outside the organisation and other communication channels that reach a large and open group of recipients.
What principles apply when dealing with such cases?	<ul style="list-style-type: none"> • All reports are to be taken seriously • All reports are to be dealt with immediately • The whistleblower may choose to remain anonymous • Anonymous sources can be as valuable as open ones • The various methods of whistleblowing are to be given equal weight • Reports are to be dealt with confidentially • It must be possible to use the whistleblowing system without fear of the consequences • The whistleblower should be given feedback within reasonable time (unless he or she has chosen to be anonymous)
Who deals with the report? What is the procedure?	The employer decides who is to be involved in dealing with the case and what measures should be taken, according to the type of case and who it involves. All documents relating to the case are to be registered and filed, and otherwise dealt with in accordance with the organisation's rules.
Will I get any feedback?	The whistleblower will, if possible, receive confirmation that his or her report has

	been received. Any questions concerning access to information regarding the case are governed by the provisions of the Freedom of Information Act, the Public Administration Act, the Personal Data Act and other relevant legislation.
Are there any restrictions with regard to whistleblowing?	The provisions concerning the duty of secrecy, defamation, etc., apply notwithstanding the right to notify pursuant to the Working Environment Act.
Will I put myself at risk?	Retaliation against an employee who whistleblows is prohibited.
Consideration for the person who has been reported	In cases where the employer decides to pursue the matter further, the person who has been reported should, as a general rule, be made aware of the report and the information it contains. This gives the person concerned the opportunity to present his or her version of the matter. When the case has been concluded, the person who has been reported is to be informed immediately, regardless of the outcome.