



**EMPOWERING  
YOUNG PEOPLE**



# ISA'S POLICY ON INTEGRITY AND SAFETY

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# 1 INTRODUCTION

## 1.1 The need for a policy on integrity

Organizations increasingly realize that their mission, strategy and results are directly related to their relationships with their stakeholders and with their own integrity. Integer organizations manage their operations in a way that does justice to their stakeholders and to act with integrity. In other words, do justice to persons and organizations with and for whom the organization works. (Sexual) misconduct and abuse of power go against everything that civil society stands for. Partos<sup>1</sup>, Goede Doelen Nederland<sup>2</sup>, the CBF<sup>3</sup>, and many humanitarian aid organizations have joined forces to do everything possible to prevent inappropriate behavior, including through the development of the Integrity System Guide<sup>4</sup>.

## 1.2 Creation of the Integrity System Guide

### Accreditation Requirements at Goede Doelen Nederland

Goede Doelen Nederland is a charity-sector umbrella organization for over 180 recognized charities that are established in the Netherlands. Together with other parties within the sector, Goede Doelen Nederland has developed Accreditation Requirements. This Accreditation Requirements consists of standards (established by the Standards Committee<sup>5</sup>) and independent supervision. Charities that are in possession of this accreditation show that their house is in order and are transparent about their spending and the results achieved. The CBF assesses organizations against the standards of the accreditation requirements and awards the Recognition accordingly.

### Partos Code of Conduct

Partos is the Dutch membership body for organizations working in international development, uniting more than 100 Dutch development organizations, advocates for the interests of its members. Partos has developed a Code of Conduct that is mandatory for its members. It includes those values according to which the members of Partos want to act. Through its compliance procedure, Partos ensures that its members can be held to task regarding these values.

### Integrity System Guide Goede Doelen Nederland and Partos

Goede Doelen Nederland, Partos and Governance & Integrity (G&I) have jointly drawn up the Integrity System Guide (hereinafter: "guide"). This guide explains the structure and operation of the integrity system and describes the steps for organizations to comply with the Partos Code of Conduct and the Accreditation Requirements. By drawing up an integrity policy and setting up a working integrity system based on this guide, the organization complies with the new standards regarding integrity (following the Accreditation Requirements and the Partos standards). Having an Integrity policy includes the design and implementation of an integrity system. The aim of an integrity system is to prevent as many incidents of inappropriate behavior as possible, or, should incidents nevertheless occur, provide an adequate response and due accountability<sup>6</sup>.

## 1.3 The current document

This document describes ISA's policy on integrity and safety. In Annex I, an Integrity Policy Action Plan describes those policy elements that need further development. Appendix II lists the already developed ISA documents on integrity and safety.

<sup>1</sup> Partos is the Dutch membership body for organisations working in international development ([www.partos.nl](http://www.partos.nl))

<sup>2</sup> Goede Doelen Nederland is the charity-sector umbrella organization in the Netherlands ([www.goededoelennederland.nl](http://www.goededoelennederland.nl))

<sup>3</sup> The Netherlands Fundraising Regulator (CBF) is an independent foundation which monitors fundraising by charities ([www.cbf.nl](http://www.cbf.nl))

<sup>4</sup> Handreiking Integriteitssysteem

<sup>5</sup> The Standards Committee is an independent and impartial institute, which has as its objectives the drawing up, establishment, and the declaration of applicability of the standards for CBF Recognition.

<sup>6</sup> Integrity System Guide (2018/2019), G&I International, Goede Doelen Nederland & Partos, Foreword

## 2 INTEGRITY SYSTEM FRAMEWORK

The integrity system consists of two subsystems:

1. The **compliance practice**, focuses on those actions and decisions that are defined as (integrity) violations of the code of conduct (and the laws to which that code refers). The compliance practice consists of the 'preventive cycle' and the 'repressive apparatus'.
2. The **moral learning process**, ensures that difficult decisions are taken only after a careful weighing of all considerations. It tries to ensure that those actions and decisions are in accordance with justice (do justice to all stakeholders). The moral learning process consists of 'moral deliberation and 'moresprudence'.

*The moral learning process ensures correct consideration in difficult decisions. While the compliance practice prevents and sanctions violations of code and law.*

The responsibility for integrity lies with:

- management (primarily), possibly delegated (partially) to specific integrity bodies (or one or more integrity officers) and the necessary authorizations to specific mandated bodies to perform the practical work that is necessary to ensure the integrity of the organization;
- subsequently with the supervisory body;
- each and every member of the organization's staff.

Generally, three clusters of violations are defined:

- violations involving misuse of power: corruption, conflicts of interest, partiality, divulgence of confidential information, culpable negligence.
- financial violations: fraud, theft, misappropriation of property or services, deliberate wastage;
- interpersonal violations: discrimination, intimidation, humiliation, violence, bullying, unwanted intimacy, sexual intimidation and -violence.

Prevention is better than cure. To be able to operate as preventively as possible, it is essential to have insight into which possible vulnerabilities exist in the processes and functions within the organization for specific violations. Every organization has work processes, activities and functions that are vulnerable to temptations and risks. These "vulnerable parts" in the organization entail risks of integrity violations. A description of the organizational processes must be made in order to create an effective integrity policy. For example, the relevant manager(s) and officers need to know which vulnerabilities exist in the processes and functions for which they are responsible, so that they can be alert to signals if possible violations occur. Vulnerable functions are also identified. Based on the description of the organizational processes, a risk analysis is carried out. This provides input for integrity policy measures, such as the code of conduct.

## 3 ISA-CONTEXT REGARDING POLICY FOR INTEGRITY AND SAFETY AT ISA

### 3.1 Introduction and current status

The policy on integrity will be (further) developed in accordance with the Integrity System Guide. In doing this, ISA wants to comply with the measures aimed at inappropriate behavior from the Accreditation Requirements and the Partos Code of Conduct. At the time of writing (November 2019), ISA has already set up parts of the integrity system. The other components will be (further) developed in 2020 and 2021 in accordance with the Action Plan (Annex I).

The following applies with regard to (the further development of) the policy:

- Drawing up an appropriate policy with regard to integrity requires custom work, whereby the nature of the organization and the activities are decisive.
- The ISA vision & mission and objective form the starting point for the policy.
- For ISA, the topic of 'safety' is closely related to the integrity measures and therefore forms an integral part of the ISA Integrity Policy.
- The integrity policy is not static. Developments within and outside the organization, in the ISA forcefield and in society can lead to adjustments and / or expansion of the policy. This is a living document, which need continuous evaluation and an update where necessary to meet current and evolving needs.

In 2019, ISA took the following steps:

- The required elements for the integrity policy as described by the guide have been listed. ISA's relevant measures and documents relating to integrity and safety have also been identified and listed.
- By comparing both lists, the missing elements at ISA were identified.
- During work sessions with ISA employees in the Netherlands and abroad, the concept of integrity discussed - in general, as well as for the ISA-context in particular. This provided input for the further development of the ISA integrity policy.
- Following these work sessions, one of the conclusions was that the subject of sexual inappropriate behavior is insufficiently addressed; therefore, ISA has set itself the goal of taking a major step in policy development, its application and its enforcement regarding this topic.
- It has also emerged that the policy developed so far has focused in particular on the Dutch branch of the organization and less on the ISA organization in the partner countries ("implementation"). Therefore, it was decided that the urgency to expand the development of the policy on integrity to the partner countries and to supplement and adjust it where necessary.
- The existing measures and documents have been consolidated into the ISA Integrity Policy.
- For the missing elements, it has been determined how and when ISA wants to address and implement them. To this end, new work sessions with ISA employees will be held in 2020 and 2021, including to analyze the primary ISA processes and to identify the weaknesses, risks and temptations therein (including the moral deliberation).

#### **Consolidation of existing measures and documents at ISA**

ISA has already developed and implemented the following instruments, measures and procedures (see Annex II):

- ISA Code of Conduct, which is a fixed component of the employment contracts of all ISA employees (contractual, consultancy, volunteers and trainees).
- ISA Employee Handbook, which includes various sections on integrity and safety, such as the regulations on inappropriate behavior. The handbook is an integral part of the employment contracts.
- ISA Child Protection Policy for Staff, Members, Volunteers and Visitors.
- ISA Safety and Security manual
- Complaints and questions procedure
- ISA privacy policy

## Developing the integrity policy further

The measures already taken regarding integrity and safety will be expanded with the requirements as described in the guide that are relevant to ISA and combined into an integrated policy. The measures to be (further) developed regarding policy concern, among other things, the following:

- Further development of the reporting system
- Appointing an integrity officer and further professionalizing the role of the 'person of trust'
- Organize the moral learning process & develop moresprudence

These activities are included in an Integrity Policy Action Plan (Annex I).

## 3.2 Who is ISA?

As a (positive youth) development organization, ISA (International Sports Alliance) has been committed to giving young people in disadvantaged environments an opportunity to work towards a better future through sport - for themselves, for their families and for their community. Since 1998, ISA initiates and supports educational sports programs for young people in developing countries and (post-) conflict areas. ISA strengthens the capacity of community-based organizations that have a broad social base, invests in the training of community sports coaches and mentors, and promotes youth participation in the community. ISA's work consists of training and coaching, access to knowledge, skills and networks and political lobbying. ISA has developed into an important connecting player in development cooperation in the Netherlands and internationally. ISA is the coordinator of the Dutch sport for development program in the Netherlands. In addition, ISA organizes (inter)national conferences, provides public information and creates opportunities for exchange between Dutch citizens and (international) organizations. ISA has been classified as ANBI by the Dutch Tax and Customs Administration.

### ISA's goal

ISA believes in the enormous potential of youth. Despite that potential, the lack of hope, self-confidence and opportunities still keep young people at the margins of society. ISA prepares young people to recognize opportunities in their immediate environment and act upon them. ISA taps into this potential through sports. In a safe, fun and enriching environment, young people are encouraged to discover and master their own skills. This gives them the opportunity to take on new roles and put their newly acquired skills into practice. Togetherness and energy come together. That is when the "greatest young generation ever" steps forward, let their voice be heard and make sure they are involved in decisions that impact their future. That is the kind of society where young people can engage; they will present themselves as resources ready to be developed, instead of problems to be solved. This way ISA contributes directly to poverty reduction and the achievement of sustainable development goals (SDGs). Central to the realization of youth empowerment objectives are the three consecutive ISA-programs; GAME, CHANGE and GAMECHANGERS. The implementation of the programs always involves cooperation with local partner organizations, effort is made to maximize the use of ISA expertise in the partner countries (trainers, facilitators and process supervisors) and to limit the use of Dutch trainers.

### Organization

The articles of association stipulate that the foundation is represented by the board (the highest organ of the foundation). In practice, the board has delegated the tasks to the management and oversees the execution of tasks. The management consists of a General Director and a Financial Director. The management is responsible for the day-to-day management of the organization, decides on the deployment of employees and is accountable to the management. The management realizes the program objectives, implements the policies and accompanying plans and makes program proposals to the board. The Managing Director regularly consults with the chairman of the board and carries the final organizational-, program- and financial responsibility.

The organization is small, flexible and not bureaucratic, strives for the highest (social) quality, has international high-quality knowledge & expertise and a large (inter)national and interdisciplinary network of individuals and organizations that share the ISA values and mission. The focus of the ISA team is the management, development and monitoring of the country programs, fundraising and organizing public activities in the Netherlands. The project leaders and trainers (from the Netherlands and from the partner countries) facilitate

the training and workshops for capacity building that ISA organizes together with the local partner organizations.

In addition to the (head) office in the Netherlands, an ISA country office has recently been set up in Mali. The legal status of the ISA Mali office is that it is a representative of ISA with its head office in the Netherlands. The ambition is to grow the ISA country office in Mali into the West African ISA regional office (Burkina Faso, Niger & Mali). In other countries too, regional programs are increasingly being used instead of projects and country programs. This approach is also being initiated in East Africa (Kenya & Uganda) and MENA (Egypt & Lebanon).

### 3.3 Policy-setting ISA-attributes

Certain ISA-specific characteristics and attributes, as described below, are taken into account in furthering the development of the ISA integrity policy:

#### 1. ISA falls into Category B of the Accreditation Requirements

Based on the total revenue of ISA, Category B (organizations with total benefits between € 100,000 and € 500,000) of the Accreditation Requirements applies. It follows that the standards regarding category B should be met in the development of the integrity and safety policy for ISA. It should be noted that in its role as coordinator for the Dutch Sport for Development program, ISA's total benefits amount to more than € 500,000. However, these funds are shared with the other organizations within this program; ISA only functions as a technical channel for the greater part of the funds.

#### 2. Board and oversight united in one body

Considering the board and oversight are united in one body (one-tier structure), the following provisions apply in addition to the provisions that apply to Category B:

- the board consists of a majority of non-executive directors;
- the chairman is not a (former) executive director;
- only non-executive directors form part of a possible audit, remuneration, or selection and appointment committee;
- the non-executive directors are accountable for the oversight performed.

#### 3. In addition to Integrity, attention is also paid to Safety

- Because: ISA is active abroad, in particular in unstable / less safe countries.
- The safety and security of ISA employees and program participants - guarantee as much as possible.
- That is why safety procedures and measures have been drawn up and are implemented
- Safety: physical safety & security and data security

#### 4. This policy applies to everyone who operates on behalf of ISA, including:

- Employees (contractual & consultancy, in NL and in local offices), trainers, volunteers and trainees
- Board members
- Local partner organizations

### 3.4 Definitions

#### Integrity

Integrity comes from the Latin word "integritas". One of the descriptions given to this is: uncorrupted, unaffected or unbreakable. According to the guide, an organization is of high integrity if it acts in accordance with justice. The guide also states that this can be operationalized if it does justice to the persons and organizations with whom and for whom the organization works. An organization of high integrity is an organization that has focused on doing justice to all its stakeholders.

## **Safety**

Safety is defined to include the following:

- Physical safety, which entails safety in terms of the physical safety of people (all employees and program participants).
- Social and emotional safety of persons, including the program participants, as dealt with in the ISA code of conduct.
- Digital security, in terms of privacy protection, data protection, responsible use of data, document management etc.



## 4 ISA'S INTEGRITY AND SAFETY MEASURES

ISA applies a zero-tolerance policy for integrity violations. This is interpreted as the decision that certain types of integrity violation will not be tolerated under any circumstances. In the first place, this means that the organization undertakes preventive efforts. Secondly, that the organization is committed to follow up on all reports on integrity violations and complaints in an appropriate manner. And thirdly, if after careful investigation, it is proven that someone has indeed committed an integrity violation, the disciplinary action / punishment must be proportional.

### 4.1 Measures in place

The following measures regarding integrity and safety have been set up (in part) at ISA and will be further developed where necessary.

#### 4.1.1 Code of conduct

The code of conduct of the organization lies at the basis of both the repressive apparatus and the preventive cycle. The code makes clear to employees which actions within the organization are not permitted and are considered punishable. From a preventive point of view, the production of the code of conduct, its dissemination whereby staff are made aware of its contents and discussing the code have a preventive effect in themselves. Moreover, discussing the code removes a great deal of ignorance on the rules that might otherwise lead to violations, because it clarifies (the underlying reasons for) what is prohibited. In addition, having a code increases the likelihood of getting caught and punished, which works as a deterrent. For the credibility of the integrity system, the organization must act seriously and adequately in case of (possible) violations of the code of conduct.

The ISA code of conduct is in line with the sector in which ISA operates; aimed at young people and sports, in the performance of both administrative tasks and in the implementation of programs. The ISA employees (contractual, consultancy, volunteers, trainees) must be familiar with the code of conduct, sign it and behave accordingly.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Update code of conduct, including defining the three clusters of integrity violations (regarding: abuse of power, financial- and interpersonal violations) for ISA;
- Determine which actions can lead to (which) disciplinary punishment.

#### 4.1.2 Person of Trust

The person of trust is the initial point of contact in the reporting system, whose task is to offer first-line support to witnesses or victims of violations, to clarify the nature of the issue, to determine any follow-up action and to support the employee(s) involved in taking a decision. The interests of the witness / victim are always paramount. Finally, the person of trust may refer the employee to the appropriate authority, depending on the nature of the issue. Under no circumstances is the person of trust the reporting point for the issue at hand (so that the possibility remains for the employee not to report the issue). An (internal) person of trust is an employee who is (already) trusted by his colleagues. They are recommended by the staff and appointed by management. It is a small task for which they are assigned a number of hours per month. The person of trust is trained for this task.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Professionalize and perpetuate the role of person of trust within the organization.

### 4.1.3 Communication and reporting

Organizations must develop a long-term communication strategy regarding integrity. Three elements are essential:

- Reporting on the (slow-but-certain) progress of building a working integrity system, entailing that the organization takes its responsibility on integrity seriously and is undertaking the necessary actions.
- Making clear in advance that a better integrity system will eventually lead to fewer violations, but initially to more reporting.
- Make truth and justice the guiding principle in communication regarding integrity.
- The communication about specific cases requires an accurate moral consideration in every individual case.

ISA already reports on the subject of integrity in its annual report but wants to do this in more detail.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Work towards an optimal report on integrity in the ISA Annual Report;
- Include (means of) communication on integrity in the long-term plan, including about the professionalization at hand regarding the integrity policy.

### 4.1.4 Reporting system

Employees who are witnesses or victims of an integrity violation can report violations through three channels:

- the management; is responsible for forwarding the issue / report to the most senior level of management, or to the designated director with responsibility for integrity issues. Also, inform the integrity officer;
- the integrity body or the integrity officer, and
- the whistle blower point (outside the organization).

Reports of violations can also be the result of internal (organizational) inspections (e.g. financial audits (financial violations)). This type of ‘control-based report’ is always reported to the management, the integrity officer is always informed. ISA also has a complaints procedure (Complaints and questions procedure or ISA, see Annex II).

In addition to its own staff, participants, volunteers and employees of ISA’s local partner organizations must also be able to report about (possible) violations. Amongst others it must be made possible to report a violation to the integrity officer within the organization as well as to the external whistle blower. The integrity officer must always be notified of any such report. At ISA this is currently this is possible (ad hoc) but needs to be further improved and sustained in the ISA programs, partnerships and the organization.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Further professionalization of the reporting system for the internal organization (in combination with appointing the integrity officer);
- Extend the reporting system to (among others) program participants and (local) partners organizations, among others.

## 4.2 Measures yet to be put in place

The measures stated in this chapter are relevant for ISA and desirable to implement. Each measure will be explained briefly. All measures are summed up in the Integrity Policy Action Plan (Annex I) and accompanied by a planning. How each measure can be best take shape and implemented will be determined in due course.

### 4.2.1 Integrity officer and (internal/external) reporting point

In a properly functioning integrity system, an integrity officer is appointed. The position of integrity officer in smaller or medium-sized organizations can be a sub-task for an HR or legal assistant. This officer is / will be trained for the task as necessary.

E-mail and telephone are designed to reach the integrity officer for reports and violations from within their own organization, but also from the (external) chain of volunteers, partners and the target group of program participants, partner organizations etc. This is the internal reporting point, meaning that it is organized within the organization itself. An external reporting point (whistle blower) can also be contracted (for example, organized within the sector).

The responsibilities of the integrity officer include:

- Developing preventive policy for each (type of) violation. The management decides on the implementation, the integrity officer organizes the actual implementation. The integrity officer summarizes all preventive initiatives in a multi-year plan that is adjusted annually. This is reported on in annual reports.
- Along with management, make a description of possible vulnerabilities in the processes and functions within the organization for certain violations (vulnerability map), from a prevention point of view. This is necessary so that everyone can be alert to signals that possible violations could occur within their own function and/or processes. This provides the basis for conducting a risk analysis.
- Organizing the training for moral judgment.

*Procedure (preliminary investigation - investigation - investigation protocol):*

When the integrity officer receives a report, s/he conducts a preliminary investigation to determine whether a disciplinary investigation is warranted or whether a different action is more appropriate. The first question that the integrity officer answers is whether there is a possibility of a violation. It is also investigated whether there are indications that the allegation is unfounded. Also, the integrity officer assesses whether the severity of the alleged offence and the appropriate disciplinary action/punishment justify the cost (including reputational damage) of a full investigation. If the Integrity Officer decides that an investigation is warranted, s/he will advise the organization's director (or the director responsible for integrity) accordingly. All investigations must be conducted according to a set protocol that establishes the rights, responsibilities and authority of the investigators while also protecting the rights of all parties.

The ISA board chairman is ISA's integrity officer (for the time being). The ISA website describes how the integrity officer can be reached.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Professionalization and perpetuating of the role of Integrity Officer within ISA;
- Extend and professionalize the corresponding reporting system (internal & external);
- Update the Integrity policy regarding prevention.

### 4.2.2 Process- and risk analyses

Based on the identified vulnerabilities in the processes and functions within the organization, risk analyses are to be conducted regularly. These analyses are carried out through interviews, observations and case studies. The result is a mapping of the actual state of affairs on the work floor, as well as the direct risks of violations associated with that state of affairs and general factors that are likely to increase those risks. Based on these analyses, recommendations are made for improvement the processes, controls and training of employees and managers. Risk analyses can also be used in response to specific signals that give rise to acute attention.

Eventually, the organization must ensure that all violations and all processes have been the subject of analysis. Risk analyses are done based on a protocol which establishes the rights, responsibilities and authority of the persons concerned, and which protects the rights and interests of all other stakeholders. In order to keep abreast of (new) risks in the processes and functions of the organization, the inventory of risks is carried out regularly.

The initiative for carrying out the risk analysis can come from a manager who asks for it because of concrete concerns, or from the integrity officer who finds it necessary because of acute signals or following a multiyear strategy. In all cases, this leads to a complete and substantiated proposal from the integrity officer to the director. It is the director who gives the actual order to perform a risk analysis.

Based on the risk analyses, recommendations are drawn up to reduce the identified risks and at the same time make the process effective. If the director approves of the recommendations, these will be implemented by the management (with professional support if necessary) and under the supervision of the integrity officer. Management and the integrity officer report on progress to the director.

When drawing up risk analyses, it is important that program participants and their families and communities are taken into account, because they generally do not or hardly use existing reporting channels. Also, special interest should be given to volunteers, considering the various ways in which they are deployed. Thus, specific vulnerabilities and violations can be identified for them.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Identify the vulnerabilities of processes and functions;
- Perform risk analyses and create an accompanying multiyear strategy so that this is done structurally.

#### **4.2.3 Moral deliberation and moresprudence**

ISA strives to establish an open and thematic moral consultation deliberation. The casuistry discussed in the moral deliberation is recorded and forms the basis of the moresprudence for ISA. This creates authoritative, guiding and corrective moral knowledge within the organization. Moresprudence includes the mission of an organization, its guiding principles, the code of conduct, the core dilemmas and the moral dangers of "mission drift" and "mission overdrive".

At ISA, this currently takes on the form of an evaluation of work trips abroad. The form in this measure is to be developed further will be specified later on.

*In broad terms, ISA will undertake the following activities regarding this measure:*

- Determine the suitable form for moral deliberation for ISA and set it up;
- Develop a plan for setting up structural and recurring moral deliberation within the organization;
- Develop a method for knowledge sharing based on knowledge and insights gained through moral deliberation.

## ANNEX I: INTEGRITY POLICY ACTION PLAN & PLANNING

The integrity and safety measures will be developed according to the action plan and planning below. The paragraph numbers correspond with the policy document.

	<b>What</b>	<b>When</b>	<b>Elaboration</b>
1.	Update Code of conduct (4.1.1.)	Q1 2020, Q1 2021	<ul style="list-style-type: none"> <li>- Make a start during ISA development week (Q1 2020)</li> <li>- Further updates, including defining and adding the 3 clusters of violations</li> <li>- Later on, develop further, the current version provides a good basis and is sufficient for the time being</li> </ul>
2.	Expand the reporting system (4.1.4)	Q1 2020, Q2 2020	<ul style="list-style-type: none"> <li>- Make a start during ISA development week (Q1 2020),</li> <li>- Continue developing it along with the integrity officer</li> <li>- Basic complaints procedure available</li> </ul>
3.	Communication and reporting (4.1.3.)	Q3 2020	<ul style="list-style-type: none"> <li>- Add 'Integrity' (policy &amp; practice) in the ISA Annual Report 2019</li> <li>- Add it to the development of the ISA multiyear strategy</li> </ul>
4.	Professionalize and perpetuate the role of 'Person of Trust' (4.1.2.)	Q4 2020	
5.	Appoint 'Integrity Officer'	Q3 2020	<ul style="list-style-type: none"> <li>- Essential that the role of integrity Officer is available asap, considering their role in several important task</li> <li>- Nonetheless, address some of these important tasks in the meantime.</li> <li>- <i>Note: the role of temporary Integrity Officer has been assigned (Chairman of the board)</i></li> </ul>
6.	Update the complaints procedure (part of the Reporting system 4.1.4)	Q1 2021	<ul style="list-style-type: none"> <li>- Foundation currently available, need to expand to other target groups (relates to developing the reporting system)</li> </ul>
7.	Develop (further) Moral deliberation and moresprudence (4.2.3.)	Q1 2021	<ul style="list-style-type: none"> <li>- Relevant, but not a priority against other integrity related actions</li> <li>- Already taking place in light form</li> </ul>
8.	Carry out Process- and risk analyses (4.2.2.)	Q1 2020 Q1 2020	<ul style="list-style-type: none"> <li>- Make a start during ISA development week (Q1 2020)</li> <li>- Continue developing it along with the integrity officer</li> </ul>
9.	Develop policy on sustainability and environmentalism, also in context of ISA programs	Q3 2021	<ul style="list-style-type: none"> <li>- Relevant, but not a priority against other integrity related actions</li> </ul>

## ANNEX II: ISA-DOCUMENTS REGARDING THE INTEGRITY- AND SAFETY POLICY

This appendix contains a list of the ISA documents that are relevant in the context of the ISA Integrity and Safety Policy. These documents can be requested at ISA.

### 1. ISA Code of Conduct

This Code of Conduct is one of the tools of ISA's safety & security policy and integrity policy and creates a framework for the promotion of ethical, professional and risk reducing conduct by all ISA associates. They are expected to sign the Code of Conduct to demonstrate that they endorse its content. De ISA Code of Conduct is available on the ISA website ([www.isa-youth.org](http://www.isa-youth.org)).

### 2. ISA Employee handbook (ISA Medewerkershandboek)

This Employee handbook is for International Sports Alliance (ISA). ISA means the total organization of employees of the ISA Foundation. The regulations described in the manual apply to all ISA employees, volunteers and trainees with whom the employer has entered into an individual employment-, internship- or volunteer agreement in writing in which reference is made to the employee manual. This employee handbook contains provisions that are relevant in the context of the ISA Integrity and Safety policy, including with regard to: alcohol & drugs, smoking policy and regulation of undesirable behavior.

### 3. ISA Child protection policy

This document is the Child Protection Policy for the International Sports Alliance (ISA), which will be followed by all members, staff and volunteers of the organization and by those involved in any activities of the organization, including board members, interns, parents /caregivers, researchers, visitors and business contractors. Purpose of the policy: To ensure that the actions of any adult in the context of the work carried out by the organization are transparent and safeguard as well as promote the well-being of children.

### 4. ISA Safety manual

ISA is active across the world. It often works in areas that are subject to particular safety & security risks. Safety & security risks are part of the work that people carry out for ISA, but of course it is in everyone's interests that we limit these as much as possible. The principle of the ISA safety & security management system is to limit risks as much as possible through clear lines of conduct, unambiguous procedures, effective division of responsibilities, providing accurate information and preparing thoroughly for staying in a (possible) high-risk area. This does not detract from the fact that the unexpected could happen. In emergency situations there is often no time to think things through and discuss them extensively. In such events it is important to have the rules of conduct and procedures ready so people can take quick and decisive action.

### 5. ISA Complaints and questions procedure

This complaints and questions procedure sets out how ISA deals with complaints and questions it receives. The aim is to handle complaints and questions in a correct and clear way in a manner which raises the quality of the work and provides the organization with an understanding of the number and contents of complaints and questions.

### 6. ISA privacy policy

The International Sports Alliance Foundation (hereinafter referred to as ISA) attaches great importance to the protection of your personal data. In this Privacy policy we want to provide clear and transparent information about how we handle personal data. The ISA privacy policy can be found on the ISA website ([www.isa-youth.org](http://www.isa-youth.org)).

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# WE GOT GAME



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