



Hivos Integrity Policy

April 2026

Version	Date	Owner	Changes
0.1	2016	Jappe Kok	Original document
0.2	30 April 2026	Emmanuel Ndebele	New format

HIVOS INTEGRITY POLICY

1. Purpose

The Integrity Policy sets out the principles and framework through which Hivos promotes ethical behaviour, prevents misconduct, and ensures accountability across all its activities. It brings together our commitment to integrity while linking to the detailed policies and procedures that operationalise this commitment.

Hivos is committed to conducting its work with the highest standards of:

- Honesty and transparency
- Accountability and responsible stewardship of funds
- Respect for human rights and dignity
- Zero tolerance for fraud, corruption, abuse, exploitation, or harassment

Hivos recognizes that integrity is a shared responsibility and an essential condition for trust with the communities, partners, donors, and stakeholders we work with.

2. Scope

- All Hivos employees and interns are bound by the provisions of the policies that fall under the Integrity Policy.
- Consultants, contractors, and service providers are subject to key provisions of Hivos policies, which are incorporated into the general conditions governing their contracts.
- Partners and grant recipients are also subject to key provisions of Hivos policies, as included in the general conditions governing their agreements.

3. Hivos values and commitment to integrity

Hivos aims for the highest possible integrity in its contact with partners, suppliers, clients, among Hivos staff and in relation to business property. The focal points of staff policy, i.e. justice, legal security, openness and clarity, individual responsibility and room for initiative, diversity and creativity, also serve as a point of departure for the Integrity Policy.

Integrity cannot be arranged just by drawing up a number of rules of conduct. Attitude and “wanting to do things properly” are also important aspects of integrity. Integrity can be described as having a hard side and a soft side. The hard side consists of regulations, both internal and external, and the soft side is the organisational culture at Hivos. Integrity in an organisation means being open and respectful with one another, avoiding deception and that superiors set good examples through exemplary conduct.

Apart from the contents of the Integrity Policy, Hivos employees are obliged to comply with legal requirements and abide by common social norms and values.

4. Hivos mission and vision

Hivos envisions a just world in which everyone, regardless of their identity, background or circumstances, lives in dignity and freedom and can build a fair and sustainable future for themselves, their communities, and the wider society.

Hivos mission is to defend and expand civil and political rights that support individuals, marginalized communities, and their movements to claim and realize equality and justice.

5. Core values

Humanism: We believe that everyone has the right to be recognized and respected for their self-worth, agency and potential, no matter who they are, where they were born or how they live. We commit to recognize, respect, and engage with people in all their diversity and ensure their perspectives and experiences as responsible persons are reflected in our organization and work.

Equity and Inclusiveness: We believe that people are not the same, but equal, and that they should be treated and treat each other fairly in their access to influence, resources and opportunities. We commit to ensuring all individuals and groups, regardless of background, can exercise their rights and participate in movements, including by taking their responsibility as citizens or residents seriously.

Solidarity and Care: We stand and act collaboratively together with people, communities, activists and movements, respecting their autonomy and building genuine partnerships based on mutual trust in claiming and realizing rights and justice. This also includes solidarity with future generations, by taking care of the planet that makes human life sustainable.

Courage: We recognize the risks involved in defending civil and political rights and take sides with and support those who demonstrate courage and resilience in the face of threats and repression. We will also courageously take risks in pursuing our mission

6. Policy framework (related documents)

Integrity violations include, but are not limited to:

- Fraud, corruption, bribery, or misuse of funds
- Conflicts of interest not properly disclosed or managed
- Sexual exploitation, abuse, or harassment
- Abuse of power or authority
- Breaches of Hivos safeguarding standards
- Retaliation against individuals who raise concerns in good faith

As such the Integrity Policy should be read in conjunction with the following documents which form an integral part of the Hivos integrity policy

- Hivos Code of Conduct
- Hivos Safeguarding Policy
- Hivos Conflict of Interest Policy
- Hivos fraud response procedure
- Hivos complaints and whistle-blower procedures (through #Notme and e-mail channels for both fraud and safeguarding)

These documents provide the detailed rules, procedures, and enforcement mechanisms (including routines reporting, investigation and redress).

7. Prevention and risk mitigation

Risk management is an integral part of the activities and measures deployed by Hivos. Risks and mitigants are described in detail in policies and manuals (Standard Operation Procedures). The Internal Control Framework (ICF) describes in detail which key controls are in place. The yearly Control Self-Assessment (CSA) serves as a check-point and feedback mechanism for further improvements of the quality, ease of working the process and preventable risk reductions. The Internal Audit (IA) protocol describes Hivos approach to Internal audits and how findings are reported and followed up. In combination with the CSA, this supports the continuous improvement agenda.



8. Roles and responsibilities

- Senior Management: Set the tone for integrity and ensure adequate oversight and resourcing.
- Line Managers: Promote ethical conduct and ensure compliance within their teams.
- All Hivos Personnel: Uphold integrity standards and report concerns.
- Compliance Functions: (such as Safeguarding Manager & Controller/Internal Auditor) Ensure legal and regulatory compliance and support investigations where required.
- Partners, consultants & service providers- Uphold integrity standards and report concerns

9. Channels for reporting concerns and incidences

Report type	Reporting channel
1.Complaints regarding quality and service	Hivos contact or respective Line Manager
2.Safeguarding violations such as sexual exploitation, harassment or abuse (SEAH)	safeguarding@hivos.org Hivos facility for anonymous reporting of any safeguarding violations #NotMe WebApp
3.Reports of Fraud, corruption, conflict of interest, ethical and integrity violations	whistle-blower@hivos.org Hivos facility for anonymous reporting suspected integrity violations and fraud cases #NotMe WebApp

Hivos has a strict non-retaliation policy. This means that stakeholders who raise concerns in good faith via any of the channels described above will be protected and are not be penalized in any way for doing so.

Handling of fraud and integrity reports Rights-holders, partners, members of the public or staff are invited to report any incidences of financial misconduct such as fraud, corruption, conflict of interest and other ethical or integrity violations by Hivos staff or partners. It is expected that informants can and will provide evidence based on their first-hand experience of the issue reported. Reports will be referred to suitably qualified and experienced experts that will review and substantiate the reported incidences. Hivos will respond within 2 weeks with confirmation of receipt and information on the next steps guided by the Hivos fraud response procedure.

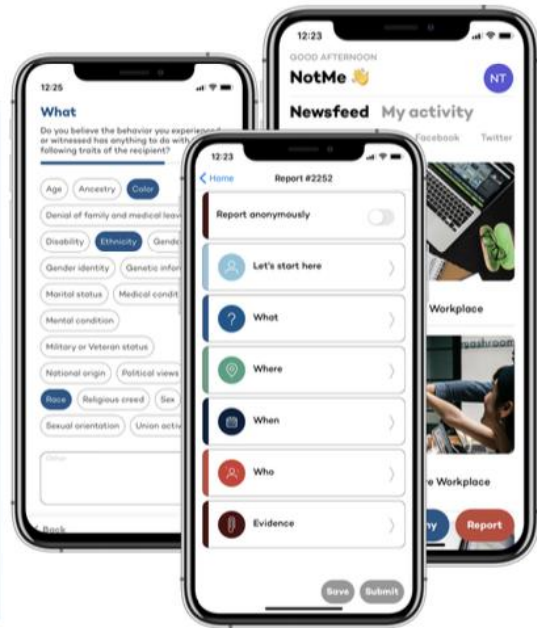
Hivos has a dedicated Safeguarding Manager to assure that all cases are handled in a sensitive, confidential and survivor centred manner. All reports are referred to designated experts for review, response and investigation guided by the Hivos Safeguarding policy. Hivos staff or partners can reach out to the specialist to report any safeguarding incidents that they have experienced or witnessed, particularly cases of sexual exploitation, harassment or abuse (SEAH) or other forms of serious and intentional abuse. Hivos will respond within 48 hours with confirmation of receipt and information on the next steps guided by the Hivos Safeguarding policy. The Hivos Safeguarding policy sets the standard investigation time at 8 weeks.

#NotMe



Make It Safe

Download or use the #NotMe WebApp to speak up and report any misconduct related issues



Setup Your Account in 3 Easy Steps



Download
Scan for the app



or app.not-me.com for a web-based experience



Log In
Create your account and log in



Speak Up
Link Organization With:
PIN QR

H1VOS



10. Review and approval

This policy will be periodically reviewed and modified to ensure that it remains relevant to the needs and realities of the organisation. This review process will be led by the Controller/ Internal Auditor.

Any changes in the policy will be binding for all employees at the moment that the updated document has been communicated. New employees are expressly advised of the Integrity Policy during the employment conditions interview. By signing the employment contract, they also sign they also sign acknowledging receipt of the existing policy.

The Integrity Policy will also be subject of discussion in the Performance Management Cycle.

Staff Acknowledgement and Commitment Form

I confirm that I have read, understood, and agree to comply with the Hivos Integrity Policy (Version, April 2026). I understand that:

- This policy applies to me in full, regardless of my employment type, location, or duration of engagement with Hivos.
- Breach of this policy may result in disciplinary action up to and including summary dismissal for serious or gross misconduct.
- I have the right and the responsibility to report concerns in good faith and am fully protected from retaliation for doing so.
- I will complete all mandatory integrity training within the required timeframes.
- I will disclose any actual or potential conflict of interest to the P&C team and my manager proactively, before making any decision it could affect.
- I understand that "I did not know" may be considered as willful ignorance of this policy is not protected.

Full Name:	Job Title:
Department Name:	Employment Type:
Signature:	Date:
Line Manager / Supervisor (name):	Line Manager / Supervisor Signature (confirming completion): Date:

Completed forms are returned to your Regional P&C Manager within 14 days of commencement or receipt of this policy. Forms are stored in the individual staff member's HR file and in the central P&C compliance tracker.