Human Resource Management: Institutionele grondslagen, historische ontwikkeling en perspectieven voor de economie van de 21ste eeuw
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Bijlage 9  Cordaid’s Code of Conduct

The Code of Conduct is part of and will be evaluated within Cordaid’s quality policy

Cordaid’s identity
Cordaid has a clearly defined vision, mission, policy and objectives. Cordaid is a social organisation and an expert in the area of development cooperation and humanitarian aid. Cordaid takes its inspiration from the Gospel and the Catholic social teaching based thereon. The focus is on the worth of every human being and the solidarity to offer everyone a dignified existence, regardless of age, gender, sexual orientation, origin, religion or political conviction. Cordaid believes in people’s own strength and supports initiatives that come from people themselves. This is based on the principle of subsidiary: people must be afforded the opportunity to work on their own development without outside patronisation.

Private organisation
Cordaid is a private organisation and operates autonomously with regard to the government, politics and church in terms of policy forming and implementation.

Quality policy
Cordaid has a quality policy with a system for monitoring and evaluation and guidelines for reporting on the policy pursued. Cordaid recognises the importance of transparent management. Preparation, decision-making and the supervision of counterparts and programmes therefore take place in teams. At least two people are involved in any important decision moment. Within this framework powers are delegated as much as possible. The decision-making process is described in the Cordaid Quality Manual. The system of Result Responsible Management guarantees streamlined operating processes, internal efficiency and the achievement of clearly formulated results. As a learning organisation, Cordaid is constantly increasing its efficiency and effectiveness. Cordaid’s quality management system is ISO 9001:2000 certified.

Cooperation with counterparts
Cordaid believes in people’s own strength. Therefore it does not implement programmes itself, except in the case of humanitarian emergencies. Instead, Cordaid chooses to cooperate with local counterparts and encourages them to seek cooperation with other organisations. Cordaid strives for full cooperation in the relationships with its counterparts. Cordaid and its counterparts work together to give content and shape to the policy and share responsibility for the achievement of results. The autonomy of the counterparts and Cordaid is emphasised within this cooperation. Cordaid uses various forms of
contracts depending on the type of counterpart, the capacity and the cooperative relationship. The delegation of powers and funds is specified in the contract. The completion of partnerships is a matter of meticulous customisation.

Cordaid has a policy of technical assistance. Within this framework, Cordaid uses its expertise to strengthen the organisation and, if necessary, to fill vacancies at local counterparts. Cordaid delegates tasks and responsibilities to regional offices and field offices in order to build the capacity needed by the local organisations in an institutionally weaker environment. In doing so, local capacity is used as much as possible.

**Fundraising**

Cordaid raises funds for its activities from private individuals, non-governmental institutions, businesses, the Dutch and European governments and international institutions. Through Cordaid, Memisa, Mensen in Nood and the Lenten Campaign have been granted the CBF mark of approval for responsible fundraising.

**Satisfaction measurements**

Cordaid regularly carries out satisfaction measurements among its counterparts, financiers, donors, contract workers and personnel. The results are incorporated in the policymaking.

**Gender policy**

Cordaid wants equal opportunities for development for both women and men, both in the South and within its own organisation. Cordaid’s gender policy is expressed in the manner of support to organisations in the South, in fundraising and information provision in the Netherlands and in the internal organisation.

**Personnel and education policy**

Cordaid has a personnel and education policy, the cornerstones of which are Result Responsible Management, learning capacity, equal opportunities for women and men, personnel satisfaction and diversity (based partly on the Wet Samen (Employment of Minorities (Promotion) Act).

**Complaints procedure**

Cordaid has a complaints procedure. Cordaid handles complaints carefully and regards them as opportunities for improvement. Cordaid has a complaints procedure for its counterparts, a complaints procedure for donors, a complaints procedure for institutional donors and a complaints procedure for staff, contract workers and volunteers, as well as a structure for confidants.

**Rights and obligations of employees**

The rights and obligations of Cordaid’s employees are set out in the
Rechtspositiereglement or RPR (Legal Position Regulations).
The rights and obligations of employees contracted out by Cordaid, or on the basis of mediation by Cordaid, are set out in the Cordaid secondment regulations, in addition, the PSO general terms and conditions for secondment apply, whereby the Cordaid secondment regulations prevail in the event of duplication.
The rights and obligations of local employees at the regional and field offices are set out in the Staff Regulations for the offices in question.

Co-determination
Cordaid guarantees that its employees have a say in the organisation by means of a Staff Council. Apart from the rights derived from the Wet Ondernemingsraad or WOR (Staff Councils Act), the Staff Council is involved in the formation of various rules at company level.

Appendices
Conduct protocol for Cordaid personnel, contract workers and field staff
Background documents
Standards and Codes of Conduct endorsed by Cordaid.