



# ROADMAP INTEGRITY SYSTEM

2023



This roadmap provides civil society organisations with a concrete guideline that any organisation can use, regardless of its size or the stage of development of its integrity system. It complements the Integrity System Guide and helps to take practical and structural steps in the field of integrity.

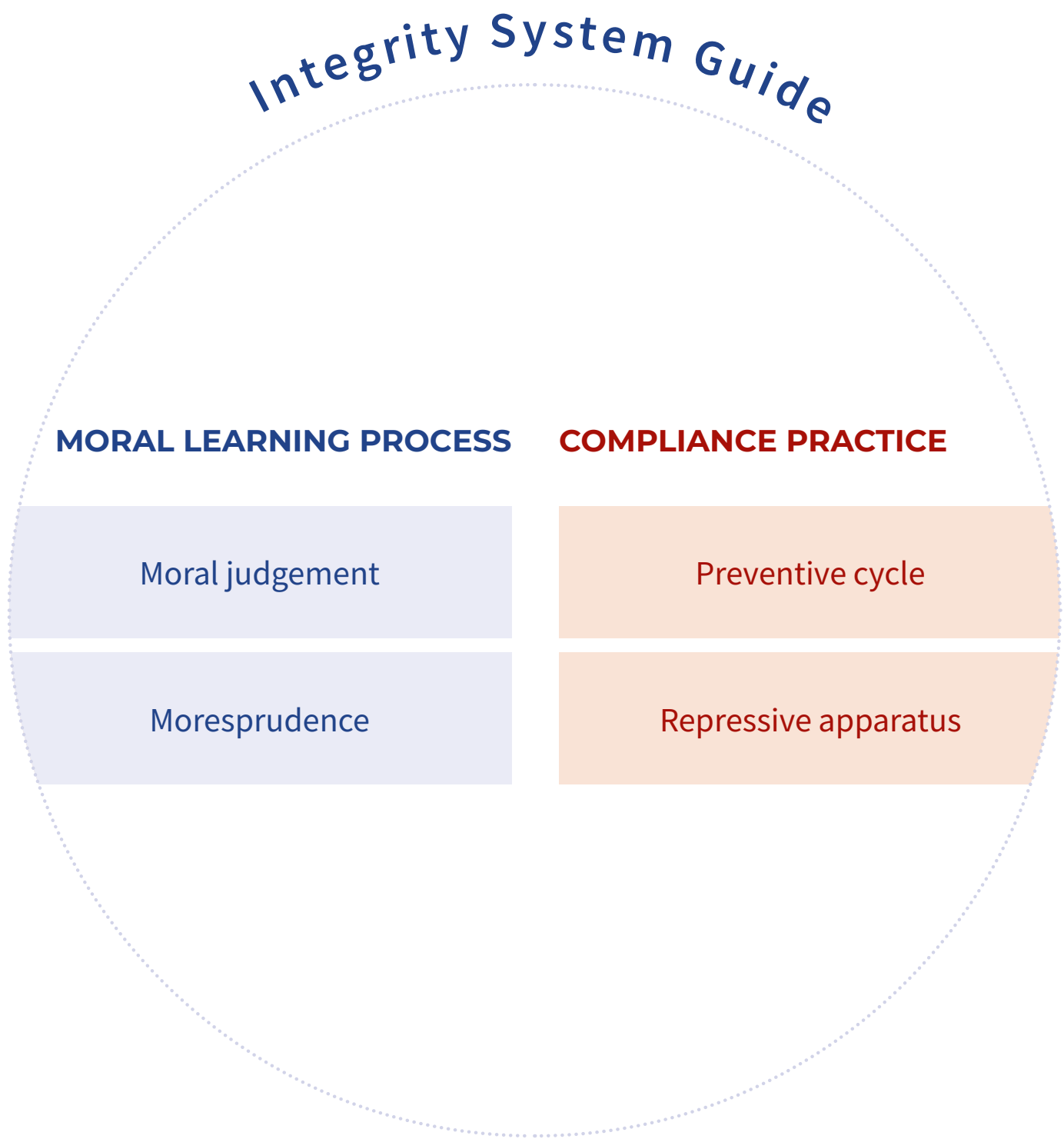
How to use this roadmap?

This roadmap consists of 11 main steps, each containing a number of briefly described activities, definitions and recommendations:

- Smaller and/or new organisations will start from the first main step. Here, the **basic integrity approach** is the point of departure.
- Organisations that are already further along the road can first of all use the roadmap to evaluate whether all steps have been completed as part of the basic integrity approach. The focus then shifts to activities and advice for an **optimal integrity approach**.

Where possible, a link is provided to the Integrity System Guide. The order of the main steps is illustrative and may vary from one organisation to another. Moreover, the roadmap is not linear but cyclical, as many steps are completed periodically. To make this clear, a suggestion is given for each step indicating how often it could be placed on the agenda of the organisation’s management.

Throughout the process, the integrity system model is used as described in the Integrity System Guide. Steps can relate to moral deliberation and moresprudence or can be preventive or repressive. Some steps contain new elements such as communication and integrity culture, with the latter covering the components mentioned in the Integrity System Guide.



Working together on integrity

Questions about certain parts of the roadmap? Other organisations may already have had similar questions before. We therefore recommend that organisations seek each other out in order to work together on integrity. For further questions, please contact **Mariska Keizer** of Partos or **Anjelène van Vliet** of Goede Doelen Nederland. For members of Goede Doelen Nederland, there is also a **helpdesk expert from KPMG** providing free advice for up to a hour and a half (more information behind the login on the Goede Doelen Nederland website).

Contact

**Partos:**  
Mariska Keizer  
tel. +31 20 320 9901  
mariska@partos.nl

**Goede Doelen Nederland:**  
Anjelène van Vliet  
tel. +31 20 422 9977  
vanvliet@goededoelennederland.nl

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# RESPONSIBILITY, VISION AND STRATEGY



## ACTIVITIES

### BASIC

Assign responsibility regarding integrity within the day-to-day management (board or MT).

Jaarlijks

Establish a vision regarding integrity.

Elke 4 jaar

### OPTIMAL

Establish a strategy regarding integrity.

Elke 4 jaar

Issue external communication, such as a campaign or press release, based on the established integrity vision and/or strategy.

Elke 4 jaar

## NOTES



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# INTEGRITY OFFICER



Integrity officer: the designated employee or director who supervises and facilitates adherence to the vision and/or strategy regarding integrity. The integrity officer primarily implements the activities in this roadmap.

## ACTIVITIES

### BASIC

Draw up a job profile of the integrity officer.

Elke 4 jaar

Appoint and periodically assess one or more integrity officers on the basis of the job profile.

Jaarlijks

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# CODE OF CONDUCT



Code of conduct: an organisation-wide publication that sets standards of behaviour based on the organisation’s values regarding integrity as well as external standards, laws and regulations.

## ACTIVITIES

### BASIC

Draft a code of conduct.

Elke 2 jaar

### OPTIMAL

Draft specific codes of conduct for high-risk work areas.  
For instance, in dealing with donor relations or dealing with children or vulnerable people (e.g. in emergency relief).

Elke 2 jaar

## NOTES


## LINKS

> [Integrity System Guide \(PDF\)](#)  
The Integrity System Guide (chapter 3, page 8) provides more insight into the code of conduct and how it can be drawn up.



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# INTEGRITY RISK ANALYSIS

 Integrity risk: the probability of an integrity incident such as a violation of the **code of conduct**

## ACTIVITIES

### BASIC

Conduct an analysis of integrity risks within the organisation and in relation to external parties via the integrity officer, the results of which are shared with management.

Elke 2 jaar

### OPTIMAL

Hire (an) external analyst(s) to support the integrity risk analysis process.

Elke 2 jaar

Connect the integrity risk analysis to the organisation’s existing (risk management) data dashboards and tools, so that management involves integrity structurally in their decision-making.

Regelmatig

## NOTES

## LINKS

> **Integrity System Guide (PDF)**  
The Integrity System Guide (chapter 3, page 10) provides more insight into how to conduct an integrity risk analysis.

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# ANNUAL PLAN

## ACTIVITIES

### BASIC

Draw up an annual plan with regard to integrity.

Jaarlijks

Reserve sufficient budget to carry out planned activities.

Jaarlijks

### OPTIMAL

In larger organisations: ask department managers to include a paragraph on integrity in their departmental annual plans. This paragraph relates to the department-specific outcomes from the integrity risk analysis and integrity culture analysis.

Jaarlijks

Establish and monitor critical performance indicators based on the annual plan and annual strategy. An example is the percentage of people who have received integrity training or the percentage of integrity risks that have been (in)sufficiently mitigated. The indicators are connected to existing management reporting processes.

Regelmatig

## NOTES



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# INTEGRITY REPORTING SYSTEM



Integrity reporting system: an organisational system in which (suspected) integrity violations are received and structurally followed up.

## ACTIVITIES

### BASIC

- Create an integrity reporting system. Eenmalig
- Include in the reporting system the option of final resort to an external whistleblower facility. Eenmalig
- Maintain the reporting system and report the annual results to relevant stakeholders, including management, as well as include them in a shortened way in the organisation’s annual report. Jaarlijks

### OPTIMAL

- Signal trends from the integrity reporting system via the integrity officer, who compares these with the integrity risk analysis. Where necessary, the integrity risk analysis needs to be reviewed or alarming signals need to be reported to management. Incidenteel

## NOTES

## LINKS

- > [Integrity System Guide \(PDF\)](#)  
The Integrity System Guide (chapter 4, page 14) provides more insight into the reporting system and how it can be set up.



# CONFIDENTIAL COUNSELLOR



Confidential counsellor: a person who can be spoken to in confidence by employees and volunteers in the context of integrity or other issues affecting the employee’s or volunteer’s well-being and/or proper functioning.

## ACTIVITIES

### BASIC

Appoint and periodically asses an (internal) confidential counsellor.

Elke 2 jaar

### OPTIMAL

Hire and periodically assess an external confidential counsellor.

Elke 2 jaar

## NOTES

## LINKS

> [Integrity System Guide \(PDF\)](#)

The Integrity System Guide (chapter 4, page 13) provides more insight into the function of the confidential counsellor.

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# TRAINING AND COMMUNICATION

## ACTIVITIES

### BASIC

Provide annual training on integrity.

Jaarlijks

Carry out internal communication activities regarding integrity.

Regelmatig

### OPTIMAL

Develop a multi-year training plan for the implementation of the integrity strategy.

Elke 4 jaar

## NOTES

## LINKS

### > E-learning

A free e-learning training is available to the industry: [intointegrity.nl](https://intointegrity.nl) (password partosgdh). It is available in Dutch and English.



# INTEGRITY CULTURE



Integrity culture: the way in which employees, volunteers and management express integrity in their daily behaviour.

## ACTIVITIES

### BASIC

Analyse the integrity culture within the organisation, the results of which are shared with day-to-day management.

Elke 2 jaar

### OPTIMAL

Connect the integrity culture analysis to the organisation’s existing (management) data dashboards and tools, so that management involves integrity structurally in their decision-making.

Elke 2 jaar

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# MORAL LEARNING PROCESS



Moral deliberation: jointly discussing morally important decisions from work practice.

## ACTIVITIES

### BASIC

Institute moral deliberation within teams.

Regelmatig

### OPTIMAL

Collecting cases from moral deliberation in the form of moresprudence. The integrity officer keeps ‘a finger on the pulse’ within the organisation by means of this moresprudence. Where necessary, signals are reported to management and adjustments are made to the integrity system.

Regelmatig

## NOTES

## LINKS

> [Integrity System Guide \(PDF\)](#)  
The Integrity System Guide (chapter 5) provides more insight into the moral learning process.



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# ANNUAL REPORT

## ACTIVITIES

### BASIC

Report the outcomes of all integrity-related activities over the past year, which is shared with management for evaluation.

Jaarlijks

Summarise and include the outcomes of the annual report and the mangement’s evaluation in the organisation’s formal, public annual report.

Jaarlijks

### OPTIMAL

In larger organisations: ask managers of departments to include a section on integrity in their annual reports, evaluating the activities carried out for their department.

Jaarlijks

## NOTES

## LINKS

> **Erkenningsregeling (Recognition Scheme)**  
The Erkenningsregeling (Recognition Scheme) and the Partos Code of Conduct require that the aforementioned basic activities regarding the annual report are carried out.

# PROGRESS OVERVIEW



When you have ticked off an activity in a main step, it is also automatically ticked off in this overview

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BASIC

OPTIMAL

## INTEGRITY OFFICER

BASIC

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BASIC

OPTIMAL

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BASIC

OPTIMAL

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OPTIMAL



# ROADMAP INTEGRITY SYSTEM 2023

## Contact

### Partos:

Mariska Keizer

tel. +31 20 320 9901

mariska@partos.nl

### Goede Doelen Nederland:

Anjelène van Vliet

tel. +31 20 422 9977

vanvliet@goededoelennederland.nl

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