

ANTI-CORRUPTION AND BRIBERY POLICY

ARK DEVELOPMENT ORGANIZATION



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TABLE OF CONTENTS

1.0. DEFINITIONS.....	2
1.2. WHO IS THIS POLICY FOR?.....	3
1.3 PURPOSE.....	3
2.0. POLICY	3
3.0. RESPONSIBILITIES	4
4.0 REPORTING AND INVESTIGATIONS	5
5.0 TRAINING AND COMMUNICATION.....	5
5.0. LIST OF ABBREVIATIONS	5



1.0. DEFINITIONS

For the purposes of **ARK DEVELOPMENT ORGANIZATION**'s Anti-Corruption and Bribery Policy:

What is Fraud?

Fraud is used to describe a range of illegal activities. These include, but are not limited to, deception, forgery, theft, the false reporting or concealment of material facts, collusion and corruption (including bribery) and undeclared conflicts of interest (please see ADO's Conflict of Interest Policy).

Examples of fraud other than bribery, include, but are not limited to:

- Theft of money, property or assets
- Inappropriate use of company assets
- Submitting false expense claims
- Forging, tampering with or falsely creating documents or records
- Destroying or removing documents or records
- Knowingly creating or distributing false financial information or reports
- Engaging in bribery or corruption
- Deliberately ignoring or acquiescing in fraudulent activity

What is Bribery & Corruption?

Bribery and corruption have a range of definitions in law. The following is a plain language guide:

Bribery: The offering, promising, giving, accepting or soliciting of money, gifts or other advantages in exchange for doing something illegal or breaching an employer's trust.

Corruption: The abuse of entrusted power or influence for private gain.

The following are some examples of attempted bribery:

- A potential supplier offers money or a gift to influence a procurement/tender process.
- A job applicant offers payment or a gift to increase his/her chances of being hired.
- A gift (e.g. excessive hospitality) offered to a local official in return for approving a proposal.
- A potential or actual beneficiary offers a payment in return for allowing him/her or their family to be given aid to which they are not entitled.
- A government official asks for a payment to secure an NGO registration.
- A customs official asks for an unofficial payment or gift to release goods.

What is a Facilitation Payment?

The final two bullets above could be examples of facilitation payments, which are usually a bribe in the form of a small, unofficial payment. It is made to secure or expedite the performance of a routine or necessary action to which the person making the payment has legal or other entitlement, e.g. an unofficial payment made to a border guard/officer in return for a speedier crossing.

Kickbacks?

Kickbacks are typically payments made in return for a business favour or advantage.

Payments under Duress?

Payments made under duress are in response to demands accompanied by threats to life, limb or liberty.

What are ‘Gifts and Hospitality?’

These can range from small gifts or promotional materials (such as diaries and pens) to expensive hospitality (such as a holiday). Extravagant gifts and hospitality may be thinly-veiled bribes intended to induce improper behaviour.

1.2. WHO IS THIS POLICY FOR?

The policy applies to the whole of **Ark Development Organization (ADO)** – the field, National Headquarters and National Boards – in relation to **ADO’s** board members, volunteers, sponsors, employees, consultants, contractors, teachers, supervisors and representatives of partner organisations / local governments who have obligations while working for **ADO**. These people are referred to as “**ADO Associates**”.

1.3 PURPOSE

The purpose of this policy is to provide clear definitions of what we mean by fraud, bribery and corruption. It is also a definitive statement to everyone associated with **ADO** - making clear that we will not tolerate fraudulent or corrupt activities, and the giving or receiving of bribes. This policy summarises the responsibilities of all **ADO** staff and Associates to adhere to and uphold **ADO’s** position on fraud, bribery and corruption.

2.0. POLICY

ADO is committed to acting professionally and fairly in all of its dealings and relationships, employing the highest standards of openness, transparency and accountability and takes a zero-tolerance approach to fraud, bribery and corruption.

ADO promotes a culture of honesty and integrity, and totally opposes any form of fraud, bribery or corruption. Fraud, bribery and corruption impact disproportionately on the poor and the most vulnerable people in the world. Such criminal activities divert resources intended for humanitarian assistance and development away from our intended beneficiaries; they increase the costs of basic public services; and undermine economic growth. Such actions are a barrier to poverty alleviation and good governance.

ADO Staff and Associates should:

- avoid any activity that might lead to a facilitation payment being made or accepted by or on behalf of **ADO**. **ADO** prohibits the making or accepting of facilitation payments and ‘kickbacks’. If someone suspects a payment request to be solely for the purposes of facilitation, they should ask that a detailed receipt be

- provided. If there appears to be no legitimate reason for a request for payment, it should be explained that ADO does not make or accept facilitation payments. If a ADO employee feels it is safe and appropriate to do so, they should ask to speak to the supervisor of the person requesting the payment. If a receipt can be provided and the ADO employee does not suspect the payment is for the purposes of facilitation, a payment will be allowable.
- in the rare and exceptional circumstances where it is believed necessary to protect against loss of life, limb or liberty (except in the case of lawful detention). If possible, the circumstances and proposed payment should be discussed in advance with a line manager. In all such cases an incident report must be submitted.
 - exercise great caution when offering or accepting hospitality and entertainment. They must be certain that what is being offered is not designed to gain improper benefit or does not otherwise amount to bribery or corruption. The providing or accepting of hospitality or entertainment is allowed, as long as:
 - It is not done with the intention of influencing the behaviour of the recipient;
 - It is done openly;
 - It complies with local law.

If a member of ADO staff or Associate wishes to offer entertainment or hospitality, it must be authorised by a senior manager in advance.

3.0. RESPONSIBILITIES

ADO Board members, Senior Management, Managers, Staff and Associates at every level are responsible for protecting ADO and the communities we serve from the impact of fraud, bribery and corruption by always acting in accordance with this policy.

The ADO Board is responsible for ensuring that the organisation has a properly functional internal control and risk management system and expects that all instances of fraud/corruption are brought to its attention by management.

It is incumbent upon ADO managers and senior staff to set an example by complying fully with ADO's policies, procedures and controls. Managers and senior staff are responsible for ensuring that employees under their charge are trained upon and fully understand the ADO Anti-Fraud and Anti-Corruption Policy, and the consequences of non-compliance.

- Senior staff and managers must be familiar with and alert to the types of fraud that might occur in their area(s) of responsibility. In particular they must:
- Ensure that this policy and all ADO's systems, financial controls and procedures are fully understood by staff;
- Frequently check that these are being fully observed and implemented;
- Regularly review and, where necessary, update control and procedures.

It is the responsibility of every ADO employee to carry out their work and conduct themselves at all times in such a way as to prevent fraud, bribery and corruption. All

ADO employees and Associates must be alert to and report any actual or suspected instances of fraud, bribery and/or corruption.

Periodic Risk Assessments: The ADO Audit and Risk Committee shall regularly (at minimum, once a year) assess risks, including those covered by this policy; assess, update and record existing and potential risks to the organisation's human and material assets.

4.0 REPORTING AND INVESTIGATIONS

- If someone connected to ADO is offered or asked to pay a bribe, they must refuse and explain that bribery runs totally counter to ADO policies. If someone suspects that fraud, bribery or corruption is, has, or is likely to take place, they must at the earliest opportunity report the matter via the line manager and/or the ADO Whistleblowing Policy. The interests and well-being of those making a report will be fully protected by ADO's Whistleblowing Policy.
- Failure on the part of ADO employee or Associate to report suspicions may lead to disciplinary procedures being instigated, up to and including dismissal and/or legal proceedings. If an employee knowingly lodges a false report, this will be regarded as a serious disciplinary offence and dealt with in accordance with ADO's disciplinary procedures.
- Investigating reports of fraud will be as per ADO's Serious Wrongdoing Reporting and Investigation procedures.

5.0 TRAINING AND COMMUNICATION

As part of the induction given to new staff and Board members to any ADO entity, ADO will effectively communicate and provide training on our Anti-Fraud Policy. Ongoing refresher courses and training on anti-fraud will also be conducted.

Annual Appraisal

Completion of training on anti-fraud and ensuring that senior staff (and those under their charge) are compliant with this policy will form part of ADO's annual performance appraisals.

Disciplinary Sanctions

Violations of this policy will be dealt with in accordance with ADO's Disciplinary Procedure and may result in sanctions, up to and including termination of employment.

ADO reserves the right to report any suspected criminal activity to the relevant legal authorities.

5.0. LIST OF ABBREVIATIONS

ADO

Ark Development Organization