



## Code of Ethics

**BEST-Dialogue**

Doing business, let's make it easy - and fair  
Kufanya biashara kwa haki - bila vikwazo





Photos, front cover: Marianne Buhrkal  
Photos, inside cover: Frank Ribas

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# 1. Why we have a Code of Ethics

At BEST-Dialogue, we are committed to maintaining the highest ethical standards and building a culture of credibility and integrity, respect for others, transparency and creating sustainable impact. All of these core values are fundamental requirements to achieve our goal to help making the business environment in Tanzania more conducive to sustainable private sector growth through an inclusive and effective public-private dialogue.

We recognise our obligations to all those with whom we deal – donors, grantees, employees, business associates, suppliers, the private sector in general, government, media and the wider community. Their trust and confidence in BEST-Dialogue is essential to our reputation and success, and our joint endeavours. It is therefore important that we always keep in mind that performance is measured not only by the results achieved, but as importantly how they are achieved.

The Code is intended to help us put our values and principles into action in our everyday work and to pave the way to deliver on our aspiration: “Doing business, let’s make it easy – and fair”.

## **Compliance with other Policies & Code of Ethics**

BEST-Dialogue’s Code of Ethics is in compliance with our lead donor’s principles as expressed in the Danish Anti-Corruption Policy and hence adheres to a zero tolerance towards corruption.

COWI, who is managing the BEST-Dialogue programme, has a Code of Ethics which we support and we operate based on their Quality Management System and Business Integrity Management Program.

Danida and COWI both support the ten principles in UN’s Global Compact.

Links to the various documents are available on our website: [www.best-dialogue.org](http://www.best-dialogue.org).



## 2. Our Core Values



BEST-Dialogue's core values guide us to realise and achieve our goal to help make the business environment in Tanzania more conducive to sustainable private sector growth. Integrity is fundamental to our success and it must be deeply integrated in our behaviour, how we make decisions and how we interact with others. Actions that may put our values at risk is unacceptable.

### **Act with credibility and integrity**

- > We do what is right – even when it is difficult
- > We do what we say
- > We are accountable in all our relationships and actions
- > We deliver professional and high quality services

### **Treat everyone with respect**

- > We respect and support human rights
- > We treat every person with dignity and courtesy
- > We embrace diversity and fair treatment for all
- > We respect the opinion and decisions of others

### **Be transparent**

- > We are open and honest in everything we do
- > We celebrate positive and effective dialogue
- > We foster learning and knowledge sharing

### **Create sustainable impact**

- > We are driven by our social responsibility
- > We build effective coalitions for change
- > We give high priority to quality management
- > We seek sustainable solutions

## 3. Our Employees - Workplace Integrity

BEST-Dialogue aims to create a positive, inclusive and responsible working environment where everyone feels motivated and we help each other to succeed.

The relationship with our employees is based on respect, dignity and fairness. We communicate in an honest and open way that encourages a two-way dialogue and teamwork.

### 3.1 Recruitment and development

Employees are selected and evaluated on the basis of their personal qualifications, skills for the job and their performance. We provide them with the necessary information and tools to carry out their job and, as far as possible, give them opportunities to enhance their skills and capabilities, enabling them to maximise their contribution to the BEST-Dialogue programme.

### 3.2 Employment conditions

We maintain a framework of fair and just terms and conditions of employment.

### 3.3 Respect and non-harassment

We treat each other with respect, trust and courtesy. Harassment or bullying – be it face-to-face, electronic, written, verbal or through gestures – will not be tolerated.

### 3.4 Rights to privacy

We respect staff privacy and only collect and retain personal information that is required for the effective operation of the organisation or as required by law. That information will be kept confidential and only be released to those who have a legitimate need to know.

### 3.5 Discrimination

All people must be treated equally. We will not engage in or support discrimination in hiring, compensation, access to training, termination or in other employment matters.

### 3.6 Use of company assets

Organisation time and physical and intellectual property should be used for business purposes only, unless permission has been given for other use. Information received by staff in the course of business dealings may not be used for gain for themselves, their families or friends.

### 3.7 Electronic communication tools

BEST-Dialogue's electronic communication tools and related services (including e-mail, internet, bulletin boards, fax machines, file storage) must be protected from unauthorised external access or use. Under no circumstances should they be used for receiving or distributing illegal, offensive, obscene or otherwise inappropriate materials.

Unauthorised or unlicensed software must not be placed on to BEST-Dialogue's information systems facilities.

### 3.8 Conflict of interest

We will avoid any conflict – real or potential – between personal interests and the interests of BEST-Dialogue. Conflicts of interest may not always be clear-cut. In case of doubt we will consult the Fund Manager.

“

We follow the law and act with  
credibility and integrity – and we  
trust others to do the same

”

## 4. Our External Stakeholders - Business Integrity

BEST-Dialogue's strength and success depends on our reputation as a trusted and reliable business partner. We protect our integrity and credibility by showing zero tolerance towards corruption in all its forms.

Corruption is defined as the misuse of entrusted power for private gain. It does not exclusively involve money changing hands but may also include providing services to gain advantages such as favourable treatment, special protection, extra services or quicker case processing.

### 4.1 Providing grants

We ensure that applicants for all project and institutional grants meet the formal requirements and that required documents and reports are submitted. Special attention will be given to aspects of advocacy research quality review, impact measurement and value for money and sustainability of activities to be supported.

All projects, with the exception of micro-grants, will be audited annually or on completion.

### 4.2 Quality Based Selection

Consultants or source materials from a particular vendor or supplier must be hired in accordance with the BEST-Dialogue Procurement Procedures. Decisions are made on the basis of Quality Based Selection, objective criteria such as reliability, technical excellence, price and service.

Purchasing decisions will not be made on the basis of personal relationships or the opportunity for personal financial gain. Suppliers, subcontractors and agents are paid in accordance with agreed terms.

### 4.3 Transparency in communication

We inform about our organisation and business activities in a clear, honest, open and timely manner - and we present both our successes and our challenges.

### 4.4 Confidential information and rights

We respect confidential information relating to our relationship with all stakeholders as well as copyright and other intellectual property rights.

### 4.5 Nepotism and favouritism

We will not favour friends, family or other close personal relations in recruitment, procurement, aid delivery, consular services or other situations.

### 4.6 Bribery

Whether directly or through intermediaries, we will not make any payment, or kickback, or offer improper financial inducement to any government, public or private sector official. We will not give or accept bribery in any form.

### 4.7 Fraud and extortion

We will not use deception, trickery or breach of confidence to gain an unfair or dishonest advantage. Nor will we for private purposes seek to influence any person or body by using our official position or by using force or threats.

### 4.8 Embezzlement

We will not misappropriate or otherwise divert property or funds entrusted to us.



#### 4.9 Gifts

We will not give, solicit or receive directly or indirectly any gift or other favour that may be seen to influence the exercise of our function, performance of duty or judgement. This does not include conventional hospitality or minor gifts.

Gifts of money must never be accepted but reasonable small tokens with a value of less than USD 40 and hospitality may be accepted provided they do not place the recipient under any obligation, are not capable of being misconstrued and can be reciprocated at the same level.

Any offer of gifts or favours of unusual size or questionable purpose should be reported immediately and gifts that are given or received should be recorded in a gift register.

#### 4.10 Entertainment

Entertainment may only be offered to stakeholders in the course of business provided it is reasonable and modest and neither influences the recipient's objectivity nor could be construed as a means to make the recipient feel obliged to act in accordance with our wishes.

#### 4.11 Tax affairs

We will not knowingly evade tax obligations. The organisation will record and report all transactions, including those where payment is made in cash. All taxable perquisites to which staff are entitled will be listed and declared for tax purposes.



NO GO



Photo: Frank Ribbas



Photo: Marianne Buhrikal

## 5. Our Commitment to Social Responsibility

In BEST-Dialogue we are committed to integrating social, environmental and business ethics concerns in our external projects as well as in our internal business processes. Sustainability is part of who we are and what we do every single day. In our programme, special attention is paid to these activities.

### 5.1 Private sector support

We are committed to provide the private sector with the promised means, tools and partnerships to establish an effective dialogue with the government and political society on the basis of strong evidence.

### 5.2 Environment and climate change

In everything we do, we promote green growth and climate change mitigation. Green growth is an integral part of sustainable growth. It generates general economic growth and development that enables the environment today and in future to deliver the resources and environmental services on which our welfare depends.

### 5.3 Regional and rural outreach

We are focused on the reform of the national business environment but will also initiate activities to support local and regional business environment reforms.

### 5.4 Inclusive public-private dialogue

In our efforts to make the business environment in Tanzania more conducive to sustainable private sector growth through an inclusive and effective public-private sector growth, we will pay special attention to targeting the needs of women and youth.

### 5.5 Rights of business people

In terms of advocating people's rights, we focus on ensuring that the rights of businesswomen and men are recognised and upheld. Many businesspeople are unaware of their rights and the platforms that are available for them to exercise these rights. We aim to change this.

## 6. Responsibilities & Reporting Non-Compliance

Essential for living out our core values and safeguarding our reputation is to put actions behind words, so adherence to the provisions of this Code is a condition of employment.

To equip our employees to comply with the Code, they will receive training and guidance on the ethical behaviour that is expected of them and the core values that underpin it. We continuously strive to create an environment that encourages open dialogue about ethical concerns and dilemmas.

### 6.1 Who should comply with the Code?

Everyone who works for or acts on behalf of BEST-Dialogue must familiarise themselves with our ethical principles and comply with the Code. This applies equally to the Steering Committee, Grants Award Committee, management, employees, interns and business associates such as consultants. Wherever possible, the obligation to comply will be incorporated into contracts.

Members of the management team and the governing committees are expected to serve as role models by visibly demonstrating support, promoting a culture of ethics and by regularly encouraging compliance to the principles.

In addition, beneficiaries of the BEST-Dialogue Fund are expected to comply with the Code and to promote respect for good governance principles in general.

### 6.2 Obligation to report violations

Employees are obliged to report any suspected or observed violation of the Code or if they are requested to carry out an action that might violate it. All other stakeholders are encouraged to report violations.

In demonstrating our commitment to transparency, we will report any evidence or suspicion of breach of the Code.

### 6.3 Retaliation will not be tolerated

Retaliation against colleagues, or others, who in good faith report a concern about illegal or unethical conduct will not be tolerated.

### 6.4 How to report a violation

Violations of the Code can be reported by:

- › Contacting the Fund Manager of BEST-Dialogue
- › Contacting the Programme Director for the BEST-Dialogue programme at COWI Tanzania
- › Using Danida's Business-Corruption Portal

We promise confidentiality and non-retaliation. You may also choose to report violations anonymously. In such case, please include as many details as possible.

### Contact us

If you have any questions or comments to the Code of Ethics, you are welcome to contact the Fund Manager of BEST-Dialogue. Our contact information is listed on the back of this brochure.



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