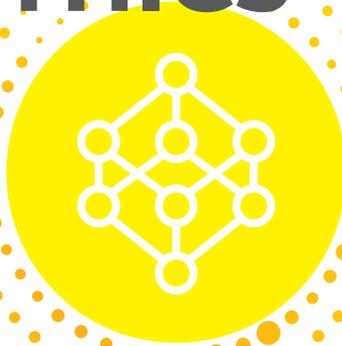




**DCAF**

a centre for security,  
development and  
the rule of law

# **DCAF CODE OF ETHICS**



## **I. PURPOSE**

DCAF is dedicated to improving the security of states and people within a framework of democratic governance, the rule of law, and respect for human rights. For DCAF to be successful, and in order to ensure that together we, DCAF employees, enjoy a respectful, healthy, and motivating work life, collaborating productively with each other and with our institutional partners, and committing to the highest standards of ethical conduct and professionalism.

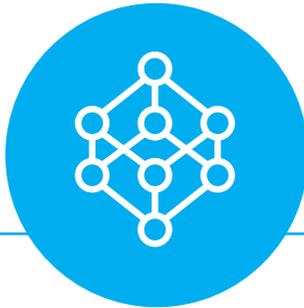
Our Code of Ethics (the ‘Code’) provides guidance to help us make a positive contribution to DCAF by fostering a good working environment where we are empowered to be as effective as possible in our working lives, and by strengthening the organization’s reputation. It is also a public statement about the ethical principles that underpin our core values.

We all have a responsibility to contribute to a working environment based on mutual respect, mutual accountability and trust, equal opportunities, openness and transparency, and an institutional culture that lives up to DCAF’s operating principles of neutrality, impartiality, local ownership, inclusive participation, and gender equality.

## **II. SCOPE**

All DCAF employees, interns and secondees are bound by the Code, whatever their role, level of seniority, the conditions of their employment contract and wherever they are based, deployed or on mission. Consultants are also bound by the Code’s spirit and standards, albeit their unique contractual relationship with DCAF necessitates a different approach to its enforcement.

This Code overarches, but does not supersede, all other DCAF policies, regulations and directives. It cannot anticipate every possible situation that may arise, so common sense and good judgment based on the principles herein may play a role in resolving unspecified issues. Clarity about any of the language contained in these guidelines and standards can be sought from our manager or Human Resources.



### III. CORE VALUES

We embrace and promote DCAF's core values, which are (alphabetically):

- **ACCOUNTABILITY** – We set clear objectives in a transparent, responsible manner. We use resources efficiently and effectively. We assume responsibility for our decisions, our actions and their consequences.
- **EXCELLENCE** – We strive for professionalism and outstanding quality in all we do. We take pride in our work and our reputation. We are determined to learn from our mistakes and improve continuously.
- **INCLUSIVITY** – We do not discriminate against or exclude people. Wary of implicit bias, we seek and enable everyone's contribution. We listen to and learn from others.
- **INTEGRITY** – We hold ourselves to the highest ethical standards. We are honest, open and fair. We proactively challenge misconduct and properly address conflicts of interest.
- **RESPECT** – We act with consideration, courtesy and kindness. We value and embrace diversity. We challenge discourteous behaviour and promote a culture of respect.

## IV. ETHICAL CONDUCT AND PROFESSIONALISM

We all play an important role in fostering a respectful, healthy, and motivating work environment, in our relationships with colleagues, with our stakeholders and partners, and when engaging with the public. As such, (listed in no particular order) we:

- Give full consideration to the safety and security of ourselves and others with whom we work.
- Respect and protect the dignity and integrity of our colleagues and the other people we encounter and work with in our capacity at DCAF.
- Do not tolerate, perpetrate or ignore harassment, discrimination, or intimidation of any kind (including sexual harassment) under any circumstances. We take appropriate, proportionate steps if we experience, witness, or learn of misconduct, allowing DCAF a reasonable opportunity to address the matter internally before escalating it.
- Demonstrate openness to different opinions and perspectives, embrace and promote diversity, and actively create an environment where everyone can achieve their full potential, regardless of origin, ethnicity, skin colour, sex, gender, gender identity, sexual orientation, age, language, social and / or family status, pregnancy, lifestyle, religious, philosophical or political beliefs, disability, position on the autism spectrum, or physical, mental or psychological impairment.
- Embrace, cultivate, and promote gender equality both within DCAF and in our relations with other people.
- Are committed to environmentally responsible and sustainable practices.
- Advocate for honesty and frankness among colleagues in a culture of openness and transparency, so that constructive ideas, viewpoints, and information can flow freely and without fear.

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- Are accountable for our actions, embracing both positive and negative feedback about our conduct, performance, and professionalism, and doing so in good faith.

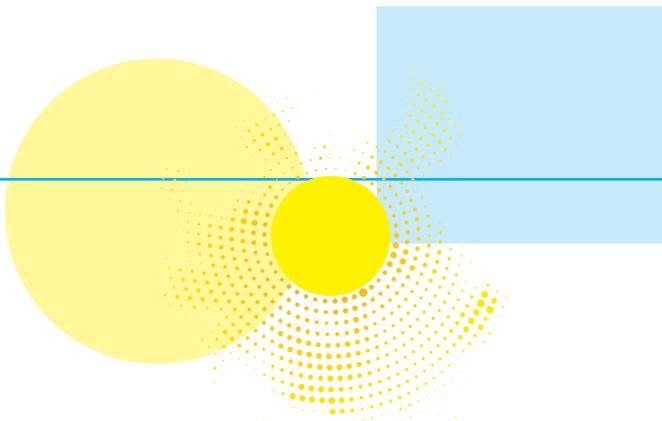
For DCAF to be successful, our reputation as a professional, competent and impartial institution needs to be preserved and protected. As DCAF employees, we are bound to the principle of mutual accountability and therefore commit to:

- Perform to the best of our ability in our daily efforts to fulfil DCAF's mission and values, and ensure personal interests or opinions do not interfere with our professionalism at work.
- Act in the best interests of DCAF, and make decisions guided by DCAF's commitment to the principles of accountability and zero tolerance for fraud and corruption, including the proper response to address instances of conflict of interest.
- Build constructive relationships between DCAF and our partners and stakeholders, in accordance with DCAF's commitment to locally-owned processes.
- Do no harm to DCAF's reputation in public, mindful that we act as representatives of DCAF when at external events, when interacting with the media, or when using social media, regarding the work we do at DCAF.
- Understand that our conduct and activities outside the workplace, even if unrelated to official duties, can affect DCAF's reputation and interests.
- Always respect the principle of confidentiality, making every effort to safeguard confidential information entrusted to or generated by DCAF.
- Ensure efficient and cost-effective use of DCAF resources, funds, and equipment in all business that is conducted.

- Always treat people with respect and without resorting to offensive, hostile, humiliating, belittling, or intimidating behaviour with our colleagues or anyone else we encounter through our work.
- Responsibly exercise the authority and/or privileges afforded by our positions, and not to abuse them or use them exploitatively, including when on mission.

While we are all committed to respecting each other's and DCAF's integrity and good standing, those who supervise others have an additional responsibility to be a positive role model and to support employees, by:

- Ensuring that all our decision-making is as inclusive and transparent as possible.
- Promoting the wellbeing of employees and taking swift, effective action to prevent or remedy issues that arise.
- Cultivating an environment where employees feel encouraged, safe, and confident to raise any concerns, including, but not limited to, career development, work-life balance, conduct, or personal issues that may impact professional life, among others.
- Applying and promoting the application by all our colleagues, DCAF policies, regulations, and directives, respecting both their letter and spirit.



## V. APPLICATION

DCAF works in many different countries and regions, and we act in a socially and culturally responsible manner, we are aware of and comply with applicable laws, and we respect the societies in which we operate. We also do our utmost to ensure that our work has no negative impact on the people and societies in which we operate.

If we are aware of real or suspected breaches of this Code or any other DCAF Policy, Regulation, or Procedure, we all have a responsibility to bring it to the attention of our manager or to the Head of Resources. In addition, we can discuss the matter in confidence with the Internal or External Persons of Trust, as appropriate; they all have a duty to respond to such reports empathetically, appropriately, effectively, and promptly.

Anyone reporting a suspected or actual breach should do so in good faith and in the knowledge that they will be protected from retaliation or other malicious fallout. DCAF will investigate and deliver an appropriate response to breaches of this Code or of any DCAF policy, regulation or directive. Such a response may entail administrative sanctions, remedial and/or disciplinary action, including, where appropriate, dismissal. These measures equally apply in cases of knowingly false or malicious accusations of improper behaviour.

