

## Guidelines for Raising Complaints and Concerns

When is there ground for raising concerns and complaints?	Whenever there is reasonable suspicion of violation of legal rules, internal rules, guidelines or ethical and professional norms including financial irregularities such as embezzlement, corruption, fraud, and nepotism; conducts such as sexual harassment, discrimination and drug abuse; conditions that pose a danger to life and health.
Who can raise concerns?	All individuals with a relation or contact with The Development Fund are encouraged to raise concerns.
How to raise concerns?	<ul style="list-style-type: none"> <li>• Speak to an employee of The Development Fund</li> <li>• Write to the email address of an employee of The Development Fund</li> <li>• Submit information into the suggestion box at the Development Fund office in a programme country</li> <li>• Write a letter and send in the post to The Development Fund</li> <li>• Use the electronic mechanism accessed through the links listed below</li> </ul>
To whom should I raise the concern?	All persons (internal Development Fund staff and external) are encouraged to raise concerns directly with the line manager/senior management at The Development Fund, or use the online mechanism:  <a href="#">Raising concerns and complaints at The Development Fund</a>
	The Ministry of Foreign Affairs and NORAD are to be notified of misuse even if the funds do not come from Norway. The Development Fund shall notify NORAD and NORAD shall notify the embassies.  If necessary, The Minister of Foreign Affairs' Central Control Unit or NORAD can be notified directly through these methods: <ul style="list-style-type: none"> <li>• Write an e-mail to <a href="mailto:s-kontrollenhet@mfa.no">s-kontrollenhet@mfa.no</a> or <a href="mailto:varsling@norad.no">varsling@norad.no</a></li> <li>• <a href="#">Access their electronic reporting form</a></li> </ul>
	It is possible to notify the Norwegian embassies directly.
	If investigation concludes it is a criminal case, DF will notify the local authorities.
	In case the fund comes from multiple donors, DF will notify all donors.
It will aid the investigation if the complaint contains the following information:	<p>What happened? Is it a violation of the law or a violation of the company's written ethical guidelines?</p> <p>How did you find out about the matter?</p> <p>Who is involved?</p> <p>Where did it happen? Where was it discovered?</p> <p>When did it happen?</p> <p>Has it happened multiple times?</p> <p>Were there witnesses present?</p>
Investigation	Investigations may be done internally by The Development Fund's own staff or be carried out by a professional third party. A formal documented investigation report should be submitted to The Development Fund according to the timing agreed, which outlines the findings, facts and conclusions of the case. The investigation report should make recommendations about weaknesses.

Potential sanctions	<p>Depending on the results of investigations, The Development Fund will consider the proportionality of sanctions before deciding on the correct measure. Sanctions <i>may</i> comprise of one or several of the following, but the list is not exhaustive:</p> <ul style="list-style-type: none"><li>• Warning in writing</li><li>• Dismissal</li><li>• Contractual termination</li><li>• Claim for repayment or non-monetary compensation if appropriate</li><li>• Compensation for a third party (persons or groups) that were subject to behaviour by the investigated partner organisation</li><li>• Repayment of funds in the case of financial misuse being reported by the investigation</li></ul>
---------------------	---