

### Introduction

This policy outlines the principles and procedures governing the provision of paid services by Transparency International Belgium (TIB). It aims to ensure transparency, maintain TIB's independence and reputation, avoid conflicts of interest, and uphold the highest ethical standards in all business dealings. This policy is compliant with all applicable Belgian laws and regulations, including those related to tax, accounting, and data protection (GDPR).

### Policy Statement

TIB may offer paid services to generate supplementary income that directly supports its core mission of combating corruption. These services must strictly align with TIB's expertise, values, and strategic objectives. They must not compromise TIB's independence, impartiality, or ability to conduct objective research and advocacy. All paid services will be conducted transparently and ethically, maintaining the highest standards of professionalism and accountability.

### Types of Paid Services

TIB may offer the following types of paid services. This list is not exhaustive and requires periodic review and approval by the Board:

- **Training and Workshops:** Delivering customized training programmes on anti-corruption, transparency, good governance, ethics, and compliance to public and private sector organizations, NGOs, and individuals. This includes developing course materials, delivering sessions, and providing post-training support.
- **Consultancy Services:** Providing expert advice and support to organizations on issues related to anti-corruption risk assessment, compliance programme development, ethics frameworks, investigations of alleged misconduct, and the implementation of integrity measures. This may involve conducting due diligence, providing recommendations, and assisting with implementation.
- **Research and Analysis:** Conducting independent research and analysis on corruption-related topics for clients. This could include desk research, interviews, surveys, and data analysis, with the findings presented in clear and accessible reports. All research will adhere to high methodological standards and ethical research practices.

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- **Development of Anti-Corruption Strategies and Policies:** Assisting organizations in developing and implementing comprehensive anti-corruption strategies and policies tailored to their specific needs and context. This includes needs assessments, gap analyses, policy recommendations, and implementation support.
- **Speaking Engagements and Publications:** Providing expert presentations and speeches at conferences, workshops, and other events; drafting articles and publications on relevant topics for external clients, with appropriate attribution and disclosure.

## Guiding Principles

The provision of paid services will adhere to the following fundamental principles:

- **Independence and Impartiality:** Paid services will not compromise TIB's independence, objectivity, or ability to speak truth to power. The terms of service will explicitly state that TIB retains the right to publish findings and conclusions irrespective of client preferences, subject to confidentiality agreements.
- **Transparency and Disclosure:** All paid services will be conducted transparently. Detailed contracts will specify the scope of work, deliverables, timelines, fees, payment terms, and confidentiality provisions. Financial information related to paid services will be accurately recorded and reported in accordance with TIB's financial policies.
- **Ethical Conduct:** All interactions with clients will be conducted professionally and ethically, adhering to TIB's Code of Conduct and conflict of interest policy. Any potential or perceived conflict of interest will be immediately disclosed and addressed in accordance with established procedures.
- **Confidentiality:** Client information will be treated confidentially, subject to legal requirements and any necessary disclosures to maintain TIB's integrity or comply with legal obligations. Confidentiality agreements will be clearly defined in contracts.
- **Quality Assurance:** All services will be provided to the highest standards of quality, meeting the agreed-upon deliverables and timelines. A quality control process will be in place to ensure client satisfaction.
- **Compliance:** All paid services will comply with all relevant Belgian laws and regulations, including those pertaining to tax, accounting, data protection (GDPR), and competition.

### Service Agreement

A formal written agreement will be signed by both TIB and the client before commencement of any paid service.

The agreement will clearly define the scope of work including a **detailed description of the services to be provided, the deliverables** (specific outputs, reports, or other deliverables to be provided to the client) , **the timeline** (clear timelines and milestones for completing the project), **fees and payment terms** ( a detailed breakdown of fees and payment schedule), **confidentiality** (a clear statement outlining the confidentiality obligations of both parties), **intellectual property rights** (clear ownership and usage rights of any intellectual property created during the project and **dispute resolution** (a mechanism for resolving any disputes that may arise).

### Conflict of Interest Management

A robust conflict of interest policy is implemented to ensure that no potential or actual conflict of interest influences the provision of paid services. This includes mandatory disclosure of any potential conflicts and procedures for managing identified conflicts.

### Financial Management

All financial transactions related to paid services will be meticulously recorded and managed in accordance with TIB's financial policies and procedures. Separate bank accounts may be used to manage funds generated from paid services. Regular financial reports will be provided to the Board. Independent audits will be conducted regularly.

### Review and Amendment

This policy will be reviewed and updated by the Board as needed to reflect changes in the operational environment or best practices.

### Reporting Concerns

Any staff member or Board member with concerns about a paid service's compliance with this policy should immediately report them to the TIB's Chair or Executive Director.