



**UKRAINE**  
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## **HUMAN RESOURCES POLICY**

### *HR Policy*

<b>Document</b>	Human resources policy (HR Policy)
<b>Organization</b>	Non-Governmental Organization "International Anti-Corruption Assembly" (NGO "IACA")
<b>Version</b>	7.0
<b>Approved</b>	February 25, 2026
<b>Approved by</b>	Secretary General of the Central Committee of NGO "IACA"
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## **1. General Provisions**

This Human Resources Policy defines the principles, rules, and procedures for working with the personnel of the Non-Governmental Organization “International Anti-Corruption Assembly” (hereinafter referred to as the Organization or NGO “IACA”).

The Organization carries out its activities in Ukraine and in 15 countries around the world, has international partners, and plans further expansion of international cooperation. The Policy has been developed in accordance with the Charter of the Organization, the labor legislation of Ukraine, the Law of Ukraine “On Public Associations”, international standards of human resources management in non-profit organizations, the United Nations Convention against Corruption (UNCAC), the ILO Convention on Fundamental Rights at Work, the United Nations Sustainable Development Goals, as well as the legislation and regulatory requirements of the countries in which the Organization’s employees and volunteers work. The Policy ensures a universal approach that applies to both Ukrainian and foreign employees and volunteers.

## **2. Purpose of the Policy**

- Creation of an effective, transparent, and integrity-based human resources management system in an international context;
- Ensuring the attraction of qualified employees and volunteers from different countries;
- Maintenance of high ethical standards and professional development;
- Prevention of discrimination, conflicts of interest, and violations;
- Support for the Organization’s mission while maintaining the Independence-First principle.

## **3. Scope of Application**

The Policy applies to:

- Secretary General;
- Employees (staff and non-staff);
- Volunteers and interns;
- Heads of separate subdivisions in Ukraine and abroad;
- Members of the Central Committee and Audit Commission in the part related to the performance of their duties.

## **4. Core Principles**

- Equality of opportunity and prohibition of discrimination regardless of citizenship, place of residence, or ethnic origin;
- Transparency of selection and appointment procedures;
- Combination of volunteer motivation and professional staff positions in a hybrid model;
- Mandatory familiarization with the Organization’s key policies (Anti-Corruption, PSEA, Child Protection, Anti-Fraud, etc.);
- Protection of the rights of employees and volunteers in accordance with the legislation of the country of their activity;
- Proportionality of administrative procedures to the scale of the Organization.

## **5. Selection and Recruitment / Volunteer Engagement**

**5.1.** Selection is carried out on a competitive basis, taking into account competencies, experience, and alignment with the Organization’s values.

**5.2.** Mandatory verification for conflicts of interest and compliance with the legislation of the country of residence.

**5.3.** Employment contracts are concluded with staff employees in accordance with the legislation of the country of employment; agreements on volunteer activities are concluded with volunteers.

## 6. Rights and Obligations

All employees and volunteers are obliged to:

- Comply with the Charter, Code of Conduct, and all internal policies of the Organization;
- Undergo training on anti-corruption, child protection, PSEA, and other key topics;
- Report possible violations

## 7. Training and Development

The Organization ensures regular training for staff and volunteers on anti-corruption, safeguarding, financial discipline, and professional growth, taking into account the specifics of the country of activity.

## 8. Performance Evaluation and Discipline

- Periodic performance evaluations are conducted;
- In case of violations, disciplinary measures are applied in accordance with the legislation of the country of presence and internal policies.

## 9. Related Documents

- Code of Conduct;
- Whistleblower Policy and Protection of Whistleblowers;
- Anti-Corruption Policy;
- Policy on Protection from Sexual Exploitation and Abuse;
- Child Safeguarding Policy;
- Conflict of Interest Policy.

## 10. Final Provisions

This Policy enters into force on February 25, 2026. It is reviewed at least once every two years or in the event of significant changes in the Organization's international activities.

### Approved by:

General Secretary of the Central Committee  
NGO "International Anti-Corruption Assembly"



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Viacheslav Sayenko