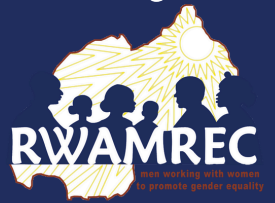


RWANDA MEN'S RESOURCE CENTER (RWAMREC)

Protection and Prevention of Sexual Exploitation, Abuse and Harassment Policy (PPSEAH)



RWANDA MEN'S RESOURCE CENTER (RWAMREC)

**P.O. Box 5768, Kigali, Rwanda
Kimironko, Yyusa Plaza**

Telephone: +250788381183/+250788315140

Email: info@rwamrec.org

Website: www.rwamrec.org



Document Control

Document Title	Protection and Prevention of Sexual Exploitation, Abuse and Harassment Policy (PPSEAH policy)
Approval Date	March 2023
Reference Number	
Approved by	RWAMREC Board of Directors
Prepared by	RWAMREC Executive Director
Issued by	Director of Human Resources
Issued to	All staff Board Members
Scope of the Policy	All staff All Board Members All Stakeholders
Custodian	Executive Director
Effectiveness	Immediate after the adoption by habilitated organs

A WORD FROM THE CHAIRMAN OF THE BOARD

Founded in October 2006, Rwanda Men's Resource Centre has sought to realize its vision of "a peaceful society where women and men share roles/responsibilities in raising families and governing society through equality and respect". In order to achieve this, RWAMREC has focussed specifically on engaging men in the struggle to promote gender equality, with specific interest in ending gender-based violence (GBV), engaging men in the promotion of gender-responsive development programs, and promoting positive masculine behaviours in Rwanda. Indeed, RWAMREC is unique in its strategy of positively engaging men as partners in the fight against GBV, and in its creation of role models for the promotion of positive masculine behaviours.

Initially, RWAMREC was comprised entirely of men, as it was believed that a male orientated approach was required in order to encourage men to be positive change agents in the struggle to achieve gender equality. However, as the organisation has developed, it has become increasingly evident that gender promotion and gender-based violence prevention work requires the input of both sexes in order to be truly effective. Indeed, objectives that focus on changing the gender perceptions and stereotypes that hinder positive gender relations in families and communities cannot be fully and effectively realized without the collaboration and participation of both men and women. Male and female employees contribute equally indispensable knowledge, understanding and experience to initiatives that seek to engage men in GBV prevention and the promotion of gender equality. Thus, increasing female membership and employment with RWAMREC is a priority. Only by working together can positive change be achieved in Rwanda.

RWAMREC is absolutely dedicated to advancing gender equality in Rwanda through development programs that are in line with country priorities and are in accordance with our vision and mission. In particular, RWAMREC is concerned with the promotion of gender sensitivity and equality among young people. The success of RWAMREC lies in building sustainable partnerships and alliances with other stakeholders nationwide, and we thank everybody for their support and collaboration.

Venant NZABONIMANA

Chairman



Table of Contents

- 05 List of Acronyms
- 06 About Rwanda Men's Resource Center
- 07 About the PPSEAH Policy
- 09 Problem Statement and Context Analysis
- 10 Rationale for the Policy
- 11 Scope of the Policy
- 11 Objectives of the Policy
- 12 Prevention and Protection of Sexual Exploitation, Abuse and Harassment
- 16 Principles and Obligations for SEA Prevention (Standards of Conduct/Expected Behavior Relating to Acts of PPSEAH)
- 20 Framework of Implementing the PPSEAH Policy
- 31 Role and Responsibilities of RWAMREC
- 33 Dissemination and Awareness Raising about PPSEAH
- 34 Designing Programmes and Projects that are Responsive to PPSEAH
- 34 Monitoring and Evaluation

Abbreviations

CHS: Core Humanitarian Standard

CSOs: Civil Society Organisations

DAC: Development Assistance Committee

GBV: Gender Based Violence

GenG: Generation Gender

GoR: Government of Rwanda

HDI: Health Development Initiative

IASC: Inter-Agency Standing Committee

ILO: International Labour Organisation

PPSEAH: Protection and Prevention from
Sexual Exploitation and Abuse and Sexual
Harassment

RWAMREC: Rwanda Men' Resource Centre

SEAH: Sexual Exploitation, Abuse and
Harassment

SGBV: Sexual Gender Based Violence

UN: United Nations

I. About Rwanda Men's Resource Center

Rwanda Men's Resource Centre (RWAMREC) was founded in 2006 with a vision of creating a "peaceful society where women and men share roles and responsibilities of raising families and governing society in equality and respect."

The idea of RWAMREC was born in 2005 following a police report that revealed shockingly high statistics on the number of rapes that were being committed across Rwanda. Evidently, men were involved and responsible for the vast majority of the incidences of sexual violence that were reported in the country. However, efforts aimed at promoting gender equality and tackling violence against women have frequently assumed gender promotion to be a women's issue and men had often been excluded and disempowered. As a result of such exclusion, men had and become and continued to be one of the primary obstacles hindering efforts to empower women and achieve gender equality. Men's engagement in gender promotion, especially in efforts to end gender-based violence, was and remained a missing link in gender responsive development agendas in Rwanda.

As a result, a group of nine like-minded men, decided to come together with the intention of reversing the above worrying trends. Specifically, the founders aimed at transforming the traditional, negative definitions of masculinity that perpetuate gender-based violence and the gender and social norms reinforcing them. Thus, RWAMREC was created to proactively engage men in the promotion of positive masculine behaviors, encouraging them to support women's empowerment and play a constructive role in ending gender-based violence. It is believed that men can liberate themselves from the behavioral and attitudinal constraints imposed by socio-cultural norms, enabling them to become positive role models for other men and boys and allies to women and girls.

1.1 RWAMREC Vision

RWAMREC envisages a peaceful society where women and men share roles

and responsibilities of raising families and governing society in equality and respect of human rights.

1.2 RWAMREC Mission

RWAMREC's distinctive and innovative mission focuses on mobilizing Rwandan men to support women's leadership; to contribute to the eradication of men's violence against women; and to serve as role models for the promotion of positive masculine behaviors. Building alliances and partnerships with women's organizations to promote women's rights and interests is central.

1.3 RWAMREC Objectives

1. To establish a men's resource centre that will strive to prevent GBV within Rwanda through MenEngage-focused Approaches.
2. To promote men's attitudes and behaviours towards non-GBV and gender equality within Rwanda.
3. To build synergy among men and women through networking and information sharing for effective GBV prevention.
4. To facilitate dialogue among strategic actors for effective advocacy surrounding gender issues.
5. To provide general and useful resources through research on masculinity and GBV.

1.4 RWAMREC Motto

"Men working with men to promote gender equality" in Rwanda.

II. About the PPSEAH Policy



This policy is a revised version of the previous version of November 2021 – March 2023. The current version takes into consideration international standards of

PPSEAH and reflects upon the principles and the spirit of Generation Gender (GenG) program. The policy is also aligned to the Government of Rwanda's (GoR) laws, policies and commitments relative to the protection of human rights in general and gender transformative commitments in particular.

It is believed that the current policy will strengthen RWAMREC's institutional systems with regard to ensuring a safe (working) environment for staff, stakeholders, and people who come into contact with RWAMREC; including, beneficiaries and visitors.

The policy has been revised through a consultative with RWAMREC staff, and senior managers including the Executive Director of RWAMREC. The process included also consultations with other like-minded organizations, namely; AfriYAN and Health Development Initiative (HDI). Consultations with these like-minded organisations provided more insights to this policy.

The policy was also reviewed and revised based on a set of PPSEAH standards and best practices applied by UN and humanitarian agencies that are recommended and replicable to CSOs. They are:

- Inter-Agency Standing Committee Minimum Operating Standards Protection from Sexual Exploitation and Abuse by Own Personnel (IASC)
- Core Humanitarian Standard on Quality and Accountability (CHS)
- Development Assistance Committee Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance. (DAC)

Specifically, the IASC¹ and CHS² have been considered as the most relevant international standards while updating this policy because they are the most commonly referenced PPSEAH standards in development and humanitarian assistance.

¹ The IASC provides "Guidelines to implement the Minimum Operating Standards for Protection from Sexual Exploitation and Abuse by UN and non-UN Personnel.

² The CHS provides a reference handbook as a guide to the PSEAH: (PSEAH IMPLEMENTATION QUICK REFERENCE HANDBOOK, Revised 2020, CHS Alliance.)

The policy presents the problem statement and context analysis, describes the rationale, scope and objectives of the policy, presents the general prevention and protection of SEAH including definition of key concepts, highlights the key principles and obligations for SEAH prevention, lists prohibited SEAH behaviors, provides for policy implementation framework, includes a section about designing programs and projects that responds to SEAH and finally, talks about monitoring and evaluation.

III. Problem Statement and Context Analysis



Firstly, RWAMREC is the large organization, having a big number of staffs, volunteers, internees, beneficiaries, and suppliers working in the framework of promoting gender equality and GBV prevention through MenEngage approach. All these people work in different intervention areas, both men and women, boys and girls. The interaction of these different actors requires RWAMREC to have a policy regarding prevention of sexual exploitation, harassment and abuse at work place.

Secondly, RWAMREC staff and non-staff personnel mostly interact with beneficiaries in the community and considering that there is always power asymmetry between the service providers and services beneficiaries, there is a high possibility and risk of SEAH.

Thirdly, RWAMREC provides some incentives (transport fees, T-Shirts, CA kits and any other promotion materials) to its beneficiaries (CAs, GFPPs), distributed by the staff which may influence beneficiaries to be objected or at risk for SEAH.

There has not been any reported case of SEAH at RWAMREC either by staff, non-staff personnel, beneficiaries or any other person. However, the PPSEAH policy is meant to prevent and respond to any case of SEAH in case it occurs.

The policy provides a framework for promoting best practices such as awareness raising and referral protocols. The policy is intended to guide all staff, non-staff

personnel, volunteers, internees, beneficiaries (community activists, IMBONI, Men engage club members), vendors, suppliers, partners, board members and any other person related to RWAMREC work.

IV. Rationale for the Policy



The policy has been revised with the support from the Generation Gender Programme (GenG). The spirit of the GenG among others calls for a gender transformative and youth inclusive civil society. Specifically, the GenG inspires civil society to actively integrate the principles of a gender-transformative approach within its own movement by actively addressing harmful gender norms and power imbalances within movements and actively promoting female leadership, engaging men and embracing diversity from a human rights and intersectional perspective. One of the underpinning principles of GenG is that Gender Transformative Approach includes "practicing what CSOs preach" and consequently, the call for gender-transformative policies and legislation becomes stronger and CSOs' aim of mobilizing youth for gender justice becomes more grounded in CSOs movement.

Furthermore, the GenG recognizes the need to address the root causes of gender inequality which is strongly embedded in patriarchal practices and power structures which are reflected in countries' institutions, policies and legislation. GenG acknowledges the relevance of "strengthening civil society" as well as the importance of mainstreaming a gender-transformative and youth inclusive approach both at organizational and programming levels as critical to demystifying patriarchal practices through action.

Moreover, PPSEAH policy is grounded on an understanding that the basic rights of individuals extend to the workplace, and that all individuals have a right to work in a safe environment. Every staff member and non-staff member has a right to work in an inclusive, harassment-free and respectful environment.

Moreover, the spirit of the policy is in line with the Government of Rwanda's commitment to the protection of human dignity and integrity, based on national laws, regulations, and policies. Additionally, the International Labour Organization (ILO), recommends that employers adopt and implement, in consultation with workers and their representatives, a workplace policy on violence and harassment.

The policy is guided by a victim-centered approach. In this regard, RWAMREC is committed to working with the victims and complainants to ensure that cases of SEAH are sanctioned. The policy is also explicit on the type of support offered by RWAMREC.

V. Scope of the Policy



This policy applies to all RWAMREC staff, non-staff personnel, Board members, volunteers, internees, beneficiaries and or people related to RWAMREC's work, independent of their location (head office, in mission inside the country and outside, at field, and field office). It addresses matters relating to possible and actual sexual exploitation, abuse and harassment perpetrated by personnel or implementing partners of RWAMREC.

The policy covers acts committed and behaviors displayed inline of duty by an employee against a fellow employee, or acts committed by non-staff personnel against an employee or by employee and non-staff personnel against any other person (such as service beneficiaries, job seekers, visitors, etc.)

VI. Objectives of the Policy



The overall objective of this policy is to ensure a safe and dignified work environment by putting in place effective prevention, protection, reporting, and response mechanisms to sexual exploitation, abuse and harassment (SEAH).

The specific objective of this policy is to:

- Define SEA and the expected code of conduct of RWAMREC staff with regard to sexual relations with beneficiaries, volunteers, visitors, vendors, suppliers, board members, and partners;
- Determine action and commitments to prevent SEA from happening;
- To raise awareness among staff members and non-staff members about sexual exploitation, abuse, and harassment;
- Define clear mechanisms to report SEA; and
- Define mechanisms for RWAMREC to respond to SEA-related issues effectively.

VII. Prevention and Protection of Sexual Exploitation, Abuse and Harassment



This policy defines key concepts used in the policy, highlights the forms of sexual harassment, provides the principles and obligations for sea prevention; including, practical examples of expected behavior relating to acts of SEAH as well as prohibited behaviors of sexual exploitation, abuse and harassment. The section highlights also provides complaints procedures, among others.

7.1 Definition of Key Concepts

Allegation: Means uncorroborated information pointing to the possible occurrence of misconduct. If sufficient information is available, an allegation will be followed by an investigation. As per the Office of Internal Oversight Services (OIOS), allegations are counted by reports received. An allegation of sexual exploitation and abuse can implicate one or more alleged perpetrators, and it can involve one or more victims.

Sexual abuse: Means actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. All sexual activity with a minor (a person under the age of 18) is considered as sexual abuse.

Sexual exploitation: Means any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. This includes acts such as transactional sex, solicitation of transactional sex, and exploitative relationships.

Non-staff personnel: The term Non-staff personnel refers to external persons that have contractual relationship with RWAMREC such as consultants, suppliers, other contractors, and/or their staff including cleaners, security guards, transporters, and delivery persons.

Referral pathway: the various support and referral services available to victims/survivors of SEAH. They include but are not limited to administrative, psycho-social, medical, legal support services to victims /survivors of SEAH.

Sexual harassment: is a continuum of unacceptable and unwelcome behaviours and practices of a sexual nature that may include, but are not limited to, sexual suggestions or demands, requests for sexual favours and sexual, verbal or physical conduct or gestures, that are or might reasonably be perceived as offensive or humiliating. Sexual harassment has widely been understood to relate to the workplace (see 'Workplace sexual misconduct' below), but is also included in the spectrum of behaviours that are not acceptable conduct by our staff, be it in the workplace or with affected populations.

Investigation of SEAH: an internal administrative procedure, in which an organisation attempts to establish whether there has been a breach of SEAH policy.

Use of influence or position: occurs where any employee undertakes or attempts to influence the process of employment, promotion, training, discipline, dismissal,

salary increments or other benefits of an employee or applicant for employment in exchange for sexual favors;

Sexual favoritism: occurs where a person who is in a position of authority rewards those who respond to an employee's sexual advances whilst other deserving employees are denied advancement, benefits or increases due to their refusal to submit to sexual advances;

Any other offensive conduct directed at individuals because of their race, sex, national origin, religion, disability, pregnancy, age or sexual orientation is also prohibited.

Victim: A person who is, or has been, sexually exploited or abused.

Alleged perpetrator: A staff, volunteer, Board member, and any other person who is reported to be responsible for the sexual abuse, exploitation harassment of an alleged victim.

Workplace: Anywhere RWAMREC staff, volunteer, board members, vendor, supplier is on duty. It can be in office premises, temporary places of work and any other places where employees may find themselves as a consequence of their work (including canteens, camps, field visits, workshops, trainings, travelling in cars, work related missions within and outside the country, among others.

Power/Power over: Use the responsibilities, resources, power of authority in a sense of SEA.

Vulnerability: Means a person who is in position of powerless like beneficiaries, junior staff, women and girls, people with disability, children, old people and others. The vulnerability can depend on circumstance where the supervisee is vulnerable to supervisor or the situation.

7.2 Forms of Sexual Harassment

The following list, which is not exhaustive, contains examples of sexual harassment:

Physical conduct of a sexual nature, which includes all unwanted physical contact, ranging from touching to sexual assault and rape, or frisking or strip searches by another person.

Verbal forms of sexual harassment, which include innuendoes, suggestions and hints, sexual advances, comments with sexual overtones, sexual-related jokes or insults or unwelcome graphic comments about a person's body made in their presence or directed at them, unwelcome and inappropriate enquiries about a person's sex life, unwelcome and inappropriate comments about a person's sexual orientation, and unwelcome whistling directed at a person or group of persons.

Non-verbal forms of sexual harassment, which include unwelcome gestures, indecent exposure, and unwelcome displays of sexually explicit pictures and objects.

Any form of communication of a sexual nature, including exerting pressure on a person for dates and sexual favors.

Quid pro quo harassment, which occurs if the employer, line manager, member of management or co-employee, undertakes or attempts to influence the process of employment, promotion, training, discipline, dismissal, salary increments or other benefits of an employee or applicant, in exchange for sexual favors.

Sending or viewing jokes, pictures or other information by e-mail or the internet in which the information is sexually explicit or ridicules a person's sexual orientation.

Sexual favoritism exists if a person who is in a position of authority rewards only those who respond to her/his sexual advances, whereas other deserving employees who do not submit themselves to any sexual advances are denied promotion, merit ratings or remuneration increases.

Occasional compliments of a socially acceptable nature do not constitute sexual harassment, and nor do acceptable teaching methods aimed at eliciting debate and discussion. Mutual attraction between people also does not constitute sexual harassment and should be treated as a private concern.

VIII. Principles and Obligations for SEA Prevention (Standards of Conduct/Expected Behavior Relating to Acts of PPSEAH)



8.1 General Principle

RWAMREC staff must uphold the highest standards of professional and personal conduct and act with integrity and discretion. In addition, sexual exploitation, abuse and harassment by RWAMREC staff or non-staff personnel damages the image and reputation of RWAMREC and erodes confidence and trust in the Organization, partners and the government. As such, RWAMREC staff must not use their position/Power to sexually abuse, exploit or harass those who are under their management (line management), beneficiaries, internees, suppliers and other personnel related to RWAMREC work. Therefore, staff and non-staff personnel shall at all times be expected to exhibit behaviors, attitudes and manners that prevent acts of SEAH and promote best practices of SEAH prevention.

8.2 Obligations (Expected Behaviours)

In the framework of preventing and effectively responding to any incident or concern of sexual exploitation, abuse and harassment, below is a non-exhaustive list of behaviour/conduct expected of RWAMREC employees and non-staff personnel concerned with this policy.

8.2.1 Obligations/expected behaviors of staff and non-staff personnel

- RWAMREC staff on non-staff personnel must not accept gifts or other advantages from RWAMREC partners, goods and services providers or beneficiaries, if the intention of the gifts or advantages can reasonably be suspected to have intention of corruption or have an intention of SEAH.

- When required to work as a team or in pairs, RWAMREC staff must at all times avoid circumstances that can lead them to acts of SEAH.
- Using positions of advantage such as, power to offer advantages, providing any other technical or administrative assistance; the authority to approve opportunities such as missions, overwork, leave, etc. as a pretext for sexual favours is prohibited and shall be sanctioned in accordance with this policy.
- RWAMREC staff shall work and behave in a manner that respects and fosters the rights of the people they serve. For this reason, and because there is often an inherent and important power differential in the interactions between RWAMREC staff and the beneficiaries;
- RWAMREC staff has a duty to behave ethically and to report suspicious acts of SEAH which they may become aware of.
- At work place or in line of duty, RWAMREC staff is not allowed to touch body parts of another staff, beneficiary, and internees, volunteers in a manner that is sexually seductive.
- RWAMREC staff must respect some special places for female, Male, Unisex, etc. for reducing SEA risk.
- During mission duties outside of the office, RWAMREC staffs are not allowed to share bedroom.
- Staffs are not allowed to offer gifts to beneficiaries or receive gifts from beneficiaries or having other kind of relationships outside the scope of work.
- Not only do they have a duty to abstain from engaging in any acts that could be perceived as SEA, RWAMREC staff and none-staff personnel are also expected to create and maintain an environment that prevents SEAH.
- The failure of RWAMREC staff members to report claims of SEA, may be reflected in the staff members' performance appraisal and constitute grounds for disciplinary measures.
- RWAMREC prohibits sexual activity with children (persons under the age of 18). Any sexual activity with a minor is criminal and shall be investigated, prosecuted and sanctioned according to the relevant laws in Rwanda.
- RWAMREC staff who witness or become aware of acts of SEAH by fellow staff, none-staff personnel, beneficiaries, volunteers or collaborators working for RWAMREC, have a duty to report to RWAMREC through the channel stated in this policy. Failure to report known acts of SEAH may result in disciplinary sanctions.

- Malicious reports of SEA made with the intention to harm the reputation of an individual or the Organization, or to take undue advantage of SEA mechanisms for personal benefit are considered misconduct.

8.2.2 Obligations of RWAMREC and senior managers/supervisors

- RWAMREC must ensure that information and contents of SEA policy is included in their staff induction period and orientation, accessible for all people, and staff signed the policy and filed. RWAMREC will add into employment contract a paragraph stating that sexual exploitation, abuse and harassment is **zero tolerance**.
- RWAMREC is committed to make available channels to facilitate the reporting of such violations, giving priority to SEA, and is committed to ensuring prompt and effective response to SEA reports (i.e., investigate and sanction as appropriate), not retaliating and defending/protecting staff who come forward. In addition, RWAMREC is committed to acting to prevent SEA from occurring in workplace by putting in place a communication and raising awareness plan, and monitoring/tracking information concerning SEA.
- RWAMREC must ensure that any person reporting a case of SEA, in good faith or has cooperated with an investigation into a report of SEA, will be protected by the policy
- RWAMREC managers are discouraged from giving money, personal incentives, proposing or planning work in suspected area like hotels, motels, private houses, bar and restaurants, etc. in a manner that is suspicious and that may pose a serious risk of committing acts of SEAH.
- RWAMREC shall ensure that the workplace is not risky for SEAH (for example provision of mother room, separation of toilets by gender and sex, offices arranged in a manner that does not pose a risk for SEAH)
- RWAMREC shall ensure that the recruitment process of staff, suppliers and any other related personnel shall take into consideration by probing behaviours and history of the recruited personnel, suppliers, or any other related personnel SEAH behaviours.
- RWAMREC shall put in place a safe room for SEA victims and facilitate counseling and train PSEA committee on counseling the victims.

- RWAMREC shall support PSEAH committee to effectively discharge its mandate.
- RWAMREC is committed to supporting its staff to speak out, to facilitating the reporting of misconduct, giving priority to SEA, to ensuring prompt and effective response to SEA reports, not retaliating and defending/protecting staff who come forward.
- RWAMREC is committed to acting on preventing SEA from occurring in the first place through communication and rising awareness.
- RWAMREC shall provide protection such as confidentiality protection, job security and other necessary protection against retaliation to anyone who report a RWAMREC staff or none-staff personnel or any other stakeholder suspected of committing acts of SEAH.
- RWAMREC board members, Executive Director, senior managers and supervisors have a duty and responsibility to set the tone and behave in an exemplary manner that prevents acts of SEAH and promote best practices of preventing SEAH.

8.3 Prohibited Behaviors

The following are examples of conduct or behavior constituting sexual exploitation, abuse and harassment which is prohibited under this policy:

8.3.1 Physical conduct

- Unwelcome physical contact including cuddling, patting, pinching, stroking, kissing, hugging, fondling, or inappropriate touching (e.g. neck massage, or touching the cheek of a work colleague, etc.);
- Sexual assault and rape;
- Use of job-related physical threats or rewards to solicit sexual favours (such as threats or rewards related to getting or keeping a job or position, securing a promotion or accessing well- deserved work benefits or programmes such as trainings and/or work missions, or unfair treatment for refusing to engage in sexual behavior);
- Quid pro quo, or the offer of an advantage at work in exchange for doing something of a sexual nature, whether explicit or implied.

8.3.2 Verbal conduct

- Unwelcome comments on a staff's appearance (including unwelcome graphic comments about a person's body), age, private life, etc.;
- Unwelcome sexual stories, jokes or comments (e.g., sexual comments about a person's clothing, anatomy, or looks, etc.);
- Sexual advances;
- Repeated and unwanted social invitations for dates or physical intimacy;
- Insults based on gender identity of the worker;
- Condescending or paternalistic remarks;
- Sending sexually explicit messages and materials (by phone, by email, by letter or through social media platforms);
- Telephone calls with sexual overtones;
- Insinuation about a person's sexual activities, and/or personal life;
- Unwelcome and inappropriate enquiries about a person's sex life;
- Unwelcome whistling at a person or group of persons, or wolf-whistling;
- Telling lies or spreading rumors about a person's sex life.

8.3.3 Non-verbal conduct

- Display of sexually explicit or suggestive material, including videos (such as pornographic videos), pictures or objects;
- Display of inappropriate images in the workplace including desktop screens, work phones, calendars and posters (e.g. women in bikini or men in boxers, etc.);
- Display of sexually offensive or derogatory pictures or text to a person;
- Making sexually-suggestive gestures;
- Facial expressions of a sexual nature, or indecent exposure;
- Looking up and down a person's body or lustful staring at one's body or a part of his/her body;
- Staring or gazing in a lascivious or unpleasant way.

IX. Framework of Implementing the PPSEAH Policy



9.1 The PPSEAH Committee

This policy establishes a PPSEAH Committee that shall be responsible for examining and investigating concerns and complaints of alleged sexual exploitation, abuse and harassment as well as advising RWAMREC on how to ensure a safe working environment free from sexual exploitation, abuse and harassment. Specifically, the committee shall have the following key attributes:

- Receive and act upon suspected or actual cases of SEAH in a timely, fair, appropriate and safe manner.
- Identify and act upon potential or actual unintended negative effects relating to SEAH.
- Undertake investigations of cases of SEAH in line with the relevant procedures, standards and guidance.
- Take disciplinary action for substantiated cases of SEAH in accordance with established relevant procedures and standards.
- Advise or propose effective systems and strategies of preventing and protecting RWAMREC employees and non-employees from SEAH.
- Advise RWAMREC and implement a complaints-handling and investigations process that addresses SEAH, that is victim/ survivor-centred, and that sets out mandatory reporting obligations relating to SEAH.
- Build an organisational culture that takes SEAH complaints seriously and acts upon them according to its PSEAH Policy and processes.
- Advise RWAMREC about SEAH complaints/reports that do not fall within the scope of the organisation to a relevant government institution in a manner that is consistent with good practice based on a comprehensive mapping of referral pathways for victims/survivors of SEAH.
- Ensure that serious misconduct is taken seriously and acted upon
- Lead the development process and implementation of PSEAH action plan and other relevant procedures.

Note

- The committee shall elect the chairperson of the committee amongst the 5 persons elected by all RWAMREC staff. The chairperson shall act as the institutional focal person in the implementation of the current policy, and will

be the principal recipient of concerns and complaints from staff members, non-staff personnel, and others covered under this policy.

- In electing members of the PPSEAH Committee, RWAMREC staff should consider gender representativity of members as well as regional and representation of different staff levels in the team.
- Members of the committee must be persons of integrity with exemplary behaviors both at the workplace and outside the work environment.
- In carrying out its functions related to this policy; the committee shall be independent and each member of the committee shall be protected against any form of retribution.
- To exercise their functions effectively, RWAMREC shall ensure that members of the committee are well trained, empowered, and supported to enable them to execute their duties professionally.

9.2 Complaints Mechanism/Procedures

Any staff, none-staff personnel, beneficiary, partner, and other RWAMREC relevant stakeholders may raise a complaint against any offending staff member, none-staff personnel, beneficiary, partner, or any other RWAMREC relevant stakeholders at whatever level as long as the alleged committed SEAH has been committed at a work place.

Similarly, a member of the public who suffers sexual harassment, exploitation, and/or abuse from staff member or non-staff personnel at RWAMREC work place has a right to raise a complaint with RWAMREC in line with this policy.

Concerns or complaints related to SEAH are addressed to the chairperson of the committee verbally, or through a letter, a telephone, an email, or any other means as may be designated and communicated. Complaints shall be addressed to the following address:

Rwanda Men's Resource Center (RWAMREC)
P.O Box 5768, Kigali, Rwanda
Kimironko, Kigali Parents Road-KG 15 Ave 6 (OR) KG 149 ST 1 Tel-Cellular:
Tel: +250 788 463 543
Email: confidential@rwamrec.rg and to chair@rwamrec.org

Note: RWAMREC may put in place other different ways of reporting SEAH such as toll free, web-based reporting system and any other ways that can help people to report SEAH anonymously.

Once a complaint is lodged, the PSEAH committee initiates its own fact-finding investigation into reports of SEAH as a priority.

For disciplinary actions, the chairperson of the PSEAH committee shall notify the committee within 24 hours from the time the complaint is received/reported to her/him.

Unless he/she is the subject of a complaint, the PSEAH committee must inform the Executive Director about the nature of the case within 24hours from the time the committee has been informed about the case.

Where the complaint is submitted orally, the official who received a complaint shall reduce it to writing and read it to the victim or complainant, who shall sign it. The complaint should include the date and location of the alleged incident, witness names (if any), documentary proof (if any), and any other supporting evidence (if any).

If the complaint is against or relates to the behavior of any member of the PSEAH Committee, the complaint shall be filed with the head of the institution, who will nominate a temporary replacement of the accused to sit on the PPSEAH committee. The head of the institution may, depending on the case, appoint a new ad hoc committee to examine and investigate the case. In case a complaint is filed against the head of the institution, the victim or complainant shall report a complaint to the PPSEA committee which shall be required to file the case with the chairperson of the board. The chairperson of the board shall inform other board members within 24hrs and the board members shall decide on a disciplinary committee to handle the complaint. The selected committee shall conduct disciplinary proceedings in regard to the filed complaint.

Based on the gravity of the situation and the evidence available, the committee reports to the Executive Director who sanctions the case to be referred to relevant national authorities for criminal proceedings as appropriate. In this case, RWAMREC collaborates with national authorities, RIB, national Policy, National Prosecution Authority etc. to ensure that justice is served.

9.3 Investigating Cases of SEAH

The PPSEAH committee has the responsibility of carrying out any investigations related to the alleged sexual exploitation, abuse and harassment. Upon receiving the complaint, the alleged offender shall be requested to provide a written explanation of the conduct or incident he/she is accused of. The alleged offender has three (3) days to respond to this inquiry. The alleged offender shall respond to the inquiry and shall be required to keep the investigation strictly confidential, and shall not discuss the matter with any other persons, including the victim, complainant, and/or witness(es). The PPSEAH committee must complete its investigation within a period not exceeding seven (7) working days.

In case the accused/suspect is caught in the acts of SEAH (In flagrante delict), the PPSEAH committee shall immediately develop a written report and submit it to the Head of the institution for sanctioning or relevant disciplinary action.

9.4 Principles Guiding Investigations and Proceedings

The victim or complainant has the right to be heard and believed unless proved otherwise. Moreover, the victim or complainant has a right to be protected from any retaliatory action by the suspect or others for reporting the case of SEAH even if the allegations are subsequently proven to be unfounded.

Similarly, any staff, none-staff personnel, beneficiaries, other relevant stakeholders accused of sexual exploitation, abuse and harassment shall be presumed innocent until proven otherwise. Therefore, the rights of the accused shall be respected at all times including the right to due process such as the right to be informed of the

allegations, the right to respond, and the right to participate in proceedings in a transparent and impartial manner.

All disciplinary proceedings shall be conducted in writing and relevant parties to the case shall always be reminded about the obligation to maintain confidentiality.

9.5 False Allegations of Sexual Harassment

RWAMREC recognizes a possibility of false accusations relating to SEAH and understands the devastating harm it may cause to the accused person. As a result, RWAMREC will ensure that any false allegations of sexual exploitation, abuse and harassment are taken seriously and are properly investigated, and that the perpetrator of the false allegation is appropriately disciplined.

However, RWAMREC acknowledges that evidence (such as testimonies, verbal and physical abuse unless there are physical marks) related to sexual exploitation, abuse and harassment is often challenging to obtain due to the secret nature of most acts of SEAH. As such, RWAMREC will apply a "benefit of doubt" to the victim in recognition that lack of evidence does not necessarily imply false allegation.

9.6 Outcomes from the Investigations

Following the completion of investigations, the PPSEAH committee shall send a report to the Executive Director, which includes the committee's assessment of the allegations and recommendations.

In case there is no evidence to substantiate the allegations and that the explanations from the accused are satisfactory, the committee shall compile and submit the report to the head of the institution who shall close the file related to the alleged complaint. However, closed cases shall be a basis of reviewing and critical investigation of the behaviours of the accused in case of multiple complaints against the same alleged perpetrator. Both the complainant and the alleged offender shall be notified of the decision by the head of the institution in writing.

If the accused admits or confesses, in writing, the allegation against him/her, and/or if the outcome from the investigations reveal that there is credible evidence to substantiate the allegation or complaint, appropriate sanctions provided in this policy shall be applied.

9.7 Sanctions and Disciplinary Action

Depending on the severity of SEAH case, sanctions will range from reprimand to dismissal. On the basis of the disciplinary actions by the PPSEAH committee, RWAMREC Executive Director shall provide written reasons for the sanction applied, including the application of any mitigating or aggravating circumstances. The Executive Director, basing on the mitigating or aggravating circumstances of a disciplinary fault, may impose to a staff a sanction that is less or higher than the sanction provided for the disciplinary fault.

Sanctions/disciplinary actions shall include the following:

- Warning depending on the gravity of the case
- Suspension of the staff for maximum one month (unpaid)
- Suspension of the staff for between one month and two months
- Suspension of staff benefits and other duties such as trainings, travel missions, representation of the organization, and other functions as may be decided by the competent authorities.
- Criminal prosecution
- Termination of the contract in case of recidivism.
- Termination of the contract in case of guilty condemnation by the competent authorities.

Note:

Failure or refusal to report SEAH by RWAMREC staff or none-staff personnel who have knowledge of a SEAH case apart from the victim and false declaration is a disciplinary fault that carries sanctions ranging from reprimand to dismissal depending on mitigating and aggravating circumstances.

9.8 Appeal Against Sanctions/Disciplinary Action

The alleged offender or the victim has the right to appeal the decision of the committee if he/she is not convinced by the decision taken by the committee. He/she may request with a written motivation the basis of his/her appeal to the head of the institution requesting him/her to ask the PPSEAH committee to review and reconsider the case on the basis of the facts in the motivation of appeal. This should be done within five (5) days of the decision being notified to the accused/victim. The review process should be within 10 days from the date of receiving the written motivation for appeal.

9.9 Referral to Judicial Institutions

Considering that this policy deals with disciplinary proceedings and actions that are independent of any criminal proceedings, and taking into account that some acts of sexual exploitation, abuse and harassment are disciplinary faults rising out of a potential criminal offence, the institution shall, in addition to any disciplinary actions that may be taken, report any criminal cases to the competent judicial institutions to undertake their own investigations and to take any relevant actions, as provided for by the law.

9.10 SEAH Committed by Non-RWAMREC Staff

Any RWAMREC staff may experience sexual exploitation, abuse and harassment at a work place from RWAMREC non-employees such as visitors, goods and services providers, service seekers/beneficiaries, partners, donors, among others. In such case, RWAMREC shall take the following actions:

For acts committed or behavior displayed by RWAMREC non-staff personnel against RWAMREC employee:

- RWAMREC shall report the matter to the relevant contractor/supplier/partner/donors/ and ask them to make the necessary investigations and take appropriate actions against their staff.

- Depending on the nature and severity of the case, RWAMREC shall advise and support RWAMREC employee to pursue the case with relevant judicial authorities;
- RWAMREC may terminate the existing contract/partnership with the concerned non-staff personnel (contractor/consultant/supplier/partner, etc.), depending on the nature of the incident/offence and basing on the findings of the incident.
- In case the accused is a staff of a contracted contractor/consultant/supplier/partner, RWAMREC may demand the concerned contractor/consultant/supplier/partner to change the staff or not to involve again the concerned staff/perpetrator in the execution of the contract between RWAMREC and the contractor/consultant/supplier/partner.

For acts of SEAH committed by an external person (such as visitors, service seekers/beneficiaries) to RWAMREC staff, RWAMREC shall:

- Provide all the necessary information and advice about the possible options to pursue the case, including filing a complaint to the judicial organs such as, police, RIB or any relevant authorities.
- Provide information about or refer the victim to where they can receive support services including medical, psycho-social, and/or legal services;
- Limit exposure and contact between the victim and the concerned perpetrator.

9.11 The Confidentiality Principle

Given the sensitivity and distressing nature of sexual exploitation, abuse and harassment, this policy strongly attaches the importance of confidentiality reporting, receiving and managing the cases of SEAH. Confidentiality is not only for protecting the victim/survivor, it is also critical for building confidence and trust in complaints management processes and in the institution itself. Therefore, RWAMREC shall ensure that from the point of receiving a SEAH complaint to the final outcome of any investigation, every effort shall be made to maintain and promote confidentiality in order to protect the safety and privacy of everyone involved.

RWAMREC is required by this policy to discuss with all parties involved in the case about RWAMREC confidentiality expectations and any possible consequences should confidentiality not be maintained.

Confidentiality shall among others cover people's personal data. The identity of the complainant, the alleged offender, and witnesses shall always be kept confidential and ONLY revealed to the competent authorities for purposes of investigation.

Information shall be disclosed/shared STRICTLY on a Need-to-Know Basis, implying that only those who need to be informed so they can support an investigation or because they hold overall accountability will be given information, and they will receive only as much information as they need in order to be effective.

The obligation to maintain confidentiality applies both at the workplace and outside the workplace. Breach of confidentiality principle is a disciplinary case that may attract sanctions including suspension from work.

9.12 Support to Victims/Survivors of SEAH

RWAMREC commits to support victims of sexual exploitation and abuse covered under this policy with among others:

- Receiving the victim/survivor of SEAH and attending to his/her case in a professional and confidentiality protocol.
- Investigating the case and providing appropriate remedies including sanctioning the perpetrator of SEAH.
- Advising the victim or complainant about his/her rights including the existing options to pursue or report the matter depending on the nature of the case.
- Providing information about or referring the victim or complainant to where he/she can receive support services including medical, psycho- social, and/or legal services and where RWAMREC technical or financial means allow, provide psycho-socio and legal support.

- In case RWAMREC does not have the capacity to help the victim will refer the case using the government existing referral pathway to support the victim.

9.13 SEAH Case Management Best Practices

As already indicated in the preceding section, all suspected cases of SEA are addressed to the PPSEAH committee through the chairperson of the committee. In reviewing and managing reported cases, the PPSEA committee shall be guided by the following best practices:

- Shall put in place and adhere to a confidential, victim/survivor-centered procedure for responding to reports or concerns relating to SEAH. These may include templates and reporting case reporting mechanisms that facilitate victims to freely report cases of SEAH.
- Shall undertake a mapping of reporting and referral pathways. This includes identifying existing support structures or authorities to whom reports shall be made if the incident is criminal in nature as well as formal and informal support structures that may be available to support or advise on cases of SEAH (for example Isange one stop centers, CSOs support services such as Haguruka, and other organizations that work on gender and GBV issues, etc...). Pathways must be carefully assessed to ensure that they are safe, accessible and relevant.
- Shall have a contact list of relevant service providers just in case the organization needs their services when an incident of SEAH occurs.
- Shall ensure that all reported cases/concerns of SEAH are handled immediately through the established case handling procedures. Regardless of what the outcome of the report or concern might be, the first priority shall always be the safety and well-being of the victim/survivor. Support within the means of RWAMREC shall be provided immediately when a concern is raised – and for as long as the victim/survivor requires it.
- RWAMREC shall on its own initiative or as required by partnership agreements/contractual agreements inform her partners such as donors or other statutory bodies. This will mostly depend on a case-by-case analysis.
- All cases regardless of their merits or demerits shall be recorded even when there is no sufficient information about the reported case.

- It is extremely important that reports relating to SEAH are investigated properly based on evidence and following due process. Employees who are the subject of an allegation shall be entitled to a fair process to reach a fair conclusion. Investigation of cases of SEAH shall not be based on gossip and rumours. Investigations of cases of SEAH are undertaken by experienced and qualified professionals, who are trained on sensitive investigations such as allegations of SEAH. If there is no-one with the required qualifications or training within the organisation, RWAMREC should consider accessing external resources for help.

X. Role and Responsibilities of RWAMREC

Each member of RWAMREC is expected to play a role towards the protection and prevention from SEAH acts, behaviors and practices as per below:

10.1 The Role of the Board of Directors

This policy mandates the board and senior management with the responsibility of creating an organizational culture that supports the PPSEAH. This will include:

- Supporting actions that help staff to understand the organization's shared values including those that are PPSEAH friendly.
- Creating Opportunity for staff to discuss and challenge attitudes, behaviors and practice that underpin SEAH
- Living and practicing exemplary behaviors and leadership models that help to prevent SEAH.
- Continuously encourage policies and practices that address issues of gender inequality and negative patriarchal practices.

10.2 The Role of Senior Management

- Senior management takes responsibility for ensuring that PPSEAH measures are implemented.
- Senior management shall encourage periodic meetings about SEAH and shall, where applicable, include themes about PPSEAH in the Senior Management Team meeting agenda to discuss progress and challenges relating to the implementation of the PPSEAH policy.
- Ensure that PSEAH responsibilities are incorporated into staff job descriptions and included in performance management/appraisal discussions.
- Ensure that accessible mechanisms are in place to allow staff to safely, confidently and confidentially report acts of sexual exploitation, abuse and harassment.

10.3 The Role/Requirement of Staff

- PSEAH responsibilities shall be part of the roles and job descriptions of staff
- All RWAMREC staff, none-staff personnel, interns/fellows, volunteers and associated personnel are required to sign or consent to the organization's code of conduct, or equivalent, which includes PSEAH.
- RWAMREC staff, interns, fellows, volunteers and associates shall be given an induction as well as regular and refresher trainings on PPSEAH.
- Staff shall be required to respond to questions about the PPSEAH during their supervision and performance appraisals. Questions shall cover aspects related to their level of understanding of PSEAH, their adherence to the code of conduct and participation in trainings, meetings or workshops that include PSEAH.

10.4 Requirements for Partners, Suppliers and Contractors and Other Relevant Stakeholders

RWAMREC partners, suppliers, consultants and contractors shall always be assessed among others on the basis of their SEAH records and their capacity to comply with RWAMREC's PSEAH measures and standards.

In addition, RWAMREC contracts with partners, suppliers, consultants and contractors shall always include clauses related to PPSEAH best practices.

RWAMREC shall within available means endeavor to build capacities of all RWAMREC staff, PPSEAH committee members and other key RWAMREC stakeholders by conducting period trainings on PPSEAH.

XI. Dissemination and Awareness Raising About PPSEAH



This policy will be disseminated through regular staff trainings, staff meetings, workshops, staff induction proceedings, and preparation and distribution of a summarized version of the policy, including a translated Kinyarwanda summary for a wider reach to non-English speaking staff and other stakeholders.

RWAMREC shall always provide information and communicate to external stakeholders such as like-minded partners, RWAMREC beneficiaries, donors, government partners, etc., about PPSEAH expected and prohibited behaviors and the existing SEAH complaints procedures in case of violations of this policy.

RWAMREC shall adopt accessible/ user friendly tools and communication channels suitable for different audiences. For instance, the policy shall be summarized and translated in Kinyarwanda for some audiences.

The second review is not subject to further administrative appeal. In such cases if the accused is still not happy with the decision/sanction and depending on the severity of the sanction, the accused may refer the case to the relevant court of law.

XII. Designing Programmes and Projects that Are Responsive to PPSEAH

Taking into consideration that programmes and project designs normally take into consideration donor requirements and standards, RWAMREC shall always endeavor where possible to conduct risk assessment of PSEAH in programme /project design.

As much as possible, RWAMREC shall within its available means, respond or adapt mitigation measures for SEAH in the programme/project design. Specifically, mitigation measures shall respond to the risks assessed in the designed programme.

Where possible, programme /project plans shall always include activities on PPSEAH capacity building, PSEAH awareness and dissemination of this policy and other relevant PPSEAH activities such as training of staff, training of key stakeholders, among others.

XIII. Monitoring and Evaluation

RWAMREC recognizes the importance of monitoring the implementation of the sexual exploitation, abuse and harassment policy and will ensure that data is collected in regard to how the policy is implemented and whether the policy is effective in protecting and preventing SEAH or not. Specific monitoring tools such as checklists shall be developed to facilitate the monitoring process.

Monitoring shall also focus on the effectiveness of case management and handling mechanisms. As well as whether the staff, interns/fellows, partners, suppliers, contractors, etc. understand the expected behaviors of staff in regards to PSEAH.

RWAMREC shall design an appropriate regular monitoring framework. Monitoring the policy implementation will be embedded in the functions of the existing monitoring and evaluation framework of programs/projects implementation. RWAMREC management shall provide all the necessary support to ensure that monitoring the implementation of the policy is thorough and effective. RWAMREC management shall decide on an appropriate evaluation framework based on the available means.

Approved by the Board of Directors

Venant NZABONIMANA

Chairman Board of Directors

