



Making Pakistan Resilient

NATIONAL DISASTER RISK MANAGEMENT FUND

ANTI-HARASSMENT POLICY

In congruence with the NDRMF Gender Policy

(Approved in 7th Board Meeting held on 23rd May, 2018)

Chief Executive Officer



Company Secretary

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Abbreviations and Acronyms

BoD	Board of Directors
CBA	Collective Bargaining Agency
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
EA	Employees' Association
FIPs	Project Implementation Partners
FIR	First Information Report
GoP	Government of Pakistan
HAP	Humanitarian Accountability Partnership
HR	Human Resource
IC	Inquiry Committee
ILO	International Labor Organization
NDRMF	National Disaster Management Fund
UN	United Nations



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Glossary of Terms

Code of Conduct: A statement of principles and values that establishes a set of expectations and standards for how an organization, government body, company or affiliated group will behave, including minimal levels of compliance and disciplinary actions.

Discrimination: Prejudicial treatment of an individual based on gender or disabilities stereotype.

Gender: The social relations between men and women, boys and girls in a given culture or location. Gender identity is learned.

Gender Awareness: Recognition that there is inequality in the conditions and positions of men and women, boys and girls, and that these inequalities are systemically caused and perpetuated.

Gender based Discrimination: Systematic bias in which a person is denied his or her rights because of being a woman, girl, boy or man.

Gender Equality: Refers to the same status, rights and responsibilities for and equal sharing of power between women and men, such as, equal access to education, health, administrative and managerial positions, equal pay for work of equal value, etc.

Gender Sensitivity: Awareness of, and respect for the needs, interests and sensibilities of women as women and men as men, e.g. not using derogatory language, avoiding stereotypes, avoiding patronizing language, providing facilities for both in public places in recognition of different needs etc.

Harassment: The offensive, belittling or threatening behavior directed at, with an intention to undermine an individual or a group.

Sex: The biological differences between women and men, such as women can give birth, and men provide sperm.

Sexual Harassment: Unwelcoming sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Person with Disabilities: Those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others (The UN Convention on the Rights of *Persons with Disabilities* 2002)

Women Empowerment: the process by which women who have been able to influence individual or family strategic life choices increase their capacity to exert greater control over their lives by setting agendas gaining skills, building self-confidence, solving problems, and developing self-reliance.

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Introduction

The real development is fair towards women and men, at home and outside, where everyone gets a chance to develop to the best of their potential. In Pakistan, the ratio of women harassment at work place is very high. A study conducted on sexual harassment at the workplace found that 78.38% of women interviewed had faced sexual harassment at workplace¹. This is among major factors prohibiting women to join the workforce². Man also suffer from harassment and bullying. However, unavailability of data makes it difficult to gage scale and severity of this discrimination.

The National Disaster Management Fund (NDRMF) is a rights based organization. Gender equality and women empowerment in the workplace are integral to the mandates of the Fund. It is committed to progressive human resource (HR) practices that focus on diversity; gender equality, continuous improvement, innovation, and employee growth. It provides an environment that is characterized by fairness, tolerance, diversity, compassion and resilience. It recruits, retains and develops a highly competent, diverse workforce that supports its mission, vision and values.

The Fund has zero tolerance for sexual harassment. All employees, as well as non-employees in NDRMF workplace with whom the Fund has a business, service or professional relationship, have a right to work in an environment free from unwelcome offensive or improper conduct or harassment. It is trying to make the organization and programs equitable as well as free from all kinds of discrimination based on gender, age, caste, ethnic background, place of origin, sect, religious beliefs, disability, medical condition and marital status.

In 2010, the Government of Pakistan (GoP) passed 'Protection Against Harassment of Women at Workplace, Act 2010'. The intention of the Law is to provide an opportunity to all organizations, public, private and civil society, to develop a self-regulatory mechanism whereby organizations could handle the problems related to sexual harassment internally.

The Code of Conduct (Attachment A) provides a guideline for behavior of all employees, including management to ensure a work environment free of sexual harassment and intimidation.

The Policy

The NDRMF is committed to a workplace free of harassment or bullying based on sex, age, caste, ethnic background, religious beliefs, sect, disability, medical condition, marital status caring and job responsibilities. The Policy caters equally for men, women and transgender and provides all employees, who are the affected by harassment or bullying, with a means of redress. Any employee who is found to be harassing or bullying those covered under the Policy will face disciplinary action including termination.

Scope

The Policy covers all employees, including senior management, Board of Directors (BoD), Members of the General Body, vendors, consultants, interns, project implementation partners (FIPs), visitors with whom the organization has any dealings. The Policy focuses on harassment and bullying experienced at the workplace and facilitates the creation of the organizational culture that is free of harassment, bullying, intimidation and abuse.

Harassing Behaviors

NDRMF strictly prohibits any harassing behavior, such as:

Personal Harassment

Any behavior including in-person communication, telephone calls, voice messages, text messages, email messages, social networking site postings, instant messages, postings of pictures or information on

¹ Situation Analysis on Sexual Harassment at the Workplace, Alliance Against Sexual Harassment at the workplace, Islamabad, 2002

² Out of 48.76% women population their participation in labor force is 25% (ILO, Pakistan - Labor Force Survey 2014-2015 <http://www.ilo.org/surveydata/index.php/catalog/1044>)

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websites, written letters, gifts, ordering goods or services, or any other communications that are undesired and/or place another person in fear, and undermines the performance of that person.

Ethnic/Religious Harassment

A form of discrimination which includes ethnic jokes, religious slurs, comments on one's sect, offensive or derogatory comments, or other verbal or physical conduct based on an individual's ethnicity, religion, sect, or place of origin. Such conduct may create an intimidating, hostile, or offensive working environment, or interfere with the individual's work performance.

Sexual Harassment

Any unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. It can be either on a onetime basis or in a continuous series of incidents, however minor. Sexual harassment is coercive and one-sided. Both men and women can be affected. (Please refer to Code of Conduct on Sexual Harassment at Workplace attached as Attachment A.)

Sexist Harassment

Any unwanted comments, sexist statements, slurs, jokes, sexist graffiti and literature including articles, pictures and posters.

Bullying

Bullying is unwanted, aggressive behavior that involves a real or perceived power imbalance. Bullying can happen by managers towards workers, among co-workers, by workers towards managers. It can be verbal or in writing, or online. This includes saying or writing mean things, such as, name-calling, inappropriate comments, taunting, threatening to cause harm; social includes hurting someone's reputation or relationships, leaving someone out on purpose, spreading rumors about someone, embarrassing publically.

Roles and Responsibilities

The Employee

Any employee who believes to be subjected to any form of harassment/bullying, or who witnesses others being subjected to such harassment or bullying is encouraged to promptly report the incident(s) to either their supervisor or Unit Head or General Manager or the Manager Human Resource (HR) Section or directly to the Chief Executive Officer (CEO). All employees are expected to cooperate with investigations undertaken and failure to cooperate in an investigation will result in disciplinary action, including termination. (Incident report format is annexed as Attachment-B.)

The Supervisor

All supervisors must make every effort to maintain a work environment that is free from any form of harassment or bullying. Supervisors are expected to take all allegations of harassment or bullying, including sexual harassment, seriously, and to immediately refer the matter to the Unit Head or General Manager.

The Human Resource

The HR Unit will display copies of the Code of Conduct in English and Urdu at noticeable places.

The HR will conduct mandatory awareness sessions about the Code and the consequences of bullying or harassment for all employees including managers.

The Policy and Code of Conduct will be included in new employees' induction packs.

The HR Unit will form a standing Inquiry Committee (CI) responsible for receiving complaints of harassment or bullying, investigating such complaints, and recommending appropriate remediation. The CI will consist of three members, of whom at least one member and preferably two members will be women. One member will be from the senior management and one will be a senior representative of the employees and one from HR Unit. The IC will determine a chairperson among themselves.


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Complaint/Grievance Settlement Process

1. In order to address complaints related to harassment and bullying at workplace, NDRMF will also follows the guidelines provided by Anti Sexual Harassment Act 2010.
2. In case the sexual harassment complaint is received against any NDRMF staff, by beneficiary of any NDRMFs initiative, the UN's Secretary General's bulletin (annexed as Attachment-C), and HAP complaint mechanisms (annexed as Attachment-D) will also be used as reference documents to make a just inquiry and decision.
3. The IC will be trained to deal with cases in a just and sensitive manner. NDRMF is responsible to ensure the availability and access of the committee members for the complaints.
4. In case of HR Unit the matter would be referred to the CEO and in case of CEO to the Chairperson of the BOD. In case of the General Body/BoD the matter would be referred to the Company Secretary.
5. Any employee will have the option to file a complaint either to the IC or the Ombudsperson. In case of filing a complaint with the Ombudsperson the management will respond to any inquiries that the Ombudsperson might have regarding information related to the complaint. It will be mandatory for the management to abide by the decision of the Ombudsperson.

Informal Procedure

An informal approach to resolve a complaint of harassment will be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis. It is complainant discretion to take a complaint the informal channel. The complainant can launch a formal complaint at any time.

A complainant or a staff member designated by the complainant for the purpose can report an incident of harassment or bullying informally to the supervisor, or a member of the IC, in which case the supervisor or the IC member will address the issue at her/his discretion in the spirit of the Code of Conduct. The request can be made orally or in writing.

If, the case is taken up for investigation at an informal level, a senior manager from the Fund will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner.

If, the incident or the case reported does constitute sexual harassment of a higher degree and the member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint.

The IC member approached is obligated to initiate the process of investigation. The supervisor must facilitate the process and is obligated not to cover up or obstruct the inquiry. Assistance in the inquiry procedure can be sought from any member of the Fund who should be contacted to assist in such a case.

The HR Unit/supervisor will do the best to temporarily make adjustments so that the accused and the complainant do not have to interact for official purposes during the investigation period. This could include temporarily changing the office, in case both sit in the same room, or taking away any extra charge over and above their contract, which may give one party excessive powers over the other's job conditions.

Any employee, as a result of an enquiry report, found to have violated the policy might be subject to appropriate disciplinary action, which may include; suspension, relocation, demotion, confiscation of promotion, service, or increment(s), reassignment, or termination of employment.

Retaliation from either party will be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any parallel inquiries initiated must be strictly monitored to avoid any retaliation from either side.

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Formal Inquiry Procedure

The process of investigation and recommendation must not exceed ten (10) working days after the registration of the complaint. Appeal for review of the IC's decision could be sent to the CEO (if, not the complainant or alleged bully, harasser) who is bound to respond within a period of five (5) working days.

All investigations of harassment or bullying claims will be conducted in a way that respects, to the extent possible, the privacy of all the persons involved is ensured. Investigations will be conducted in a prompt, thorough and impartial manner. The report of the investigation will be forwarded to the Unit Head, General Manager or the CEO to make a final decision as to whether a violation of the policy has been substantiated.

Where harassment is found to have occurred, prompt and appropriate remedial action, to stop the harassment or bullying and deter its reoccurrence, will be taken.

The remedial action taken will include counseling, training, intervention, mediation, and/or the initiation of disciplinary action including termination of employment.

The Manager HR will maintain a written record of the harassment or bullying complaints received. The records will be maintained as confidential records to the extent practicable and appropriate.

Prohibition against Retaliation

Retaliation against any employee who alleges of being survivor or affectee of harassment or bullying, or against any employee who provides information in the course of an investigation into claims of unlawful bullying/harassment in the workplace is prohibited under this Policy. Any employee bringing a complaint, providing information for an investigation, or testifying in any proceeding under this policy will not be subjected to adverse employment consequences based upon such involvement or be the subject of retaliation. The HR Unit will ensure the safety and security of the complainant and all other relevant individuals.

False Accusations and Information

If any employee knowingly makes a false accusation of unlawful discrimination/ harassment or knowingly provides false information in the course of an investigation of a complaint will be dealt with breach of conduct and be grounded for strict disciplinary action. However, complaints made in good faith, even if found to be unsubstantiated, will not be considered as a false accusation.

Confidentiality

All complaints and investigations will be handled, to the extent possible, in a manner that will protect the privacy and interests of those involved. To the extent practical and appropriate under the circumstances, confidentiality will be maintained throughout the investigation process. In the course of an investigation it may be necessary to discuss the claims with the alleged harasser and other persons who may have relevant knowledge. It, therefore, may be necessary to disclose information to persons with a legitimate need to know about the matter, prior consent of the complainant will be acquired. All persons interviewed will be directed not to discuss any aspect of the investigation with others in light of the important privacy interests of all concerned. Failure to comply with this confidentiality directive may result in disciplinary action.

Disciplinary Action

Any employee, as a result of an enquiry report, found to have violated the policy might be subject to appropriate disciplinary action, which may include; suspension, relocation, demotion, confiscation of promotion, service, or increment(s), reassignment, or termination of employment.

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Attachment A: A Code of Conduct for Employees

Zero Tolerance for Sexual Harassment

Code of Conduct for Employees

*Adoption of this Code makes your organization fully in compliance with the
"Protection against Harassment of Women at Workplace Act 2010"*

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Background

A major impediment to women who wish to join the national workforce is sexual harassment at the workplace. Those who gain employment are often harassed and society, in general, inappropriately blames the women themselves. Thus, the issue becomes stigmatized, making it very difficult for the women to report or even talk about it.

We understand that in Pakistan most of the sexual harassment is faced by women. However, to be fair to all employees, sexual harassment can be experienced by men also. Therefore, to make sure that it is the inappropriate behavior that remains the focus, this Code is for both men and women. It focuses on sexual harassment experienced at the workplace by employees and facilitates the transformation of the work environment, so that it is free of sexual harassment, intimidation and abuse.

The Code follows the theme and provisions identified in the national policies for equality of citizens by the government.

Therefore, recognizing the principles of equal opportunity for men and women and their right to earn a livelihood with dignity, without fear of abuse and harassment,

In cognizance of the provisions of the Constitution of Pakistan where non-discrimination on the basis of sex in public and workplace is stated in Article 25, 26 and 27,

Acknowledging the government's commitment to international conventions including ILO Conventions 100 and 111 and the United Nations Convention for Elimination of all forms of Discrimination against Women (CEDAW),

Henceforth, in addition to existing provisions, the objective of this Code of Conduct is to create a safe and dignified working environment for men and women workers that is free of sexual harassment, abuse and intimidation and with a view to enable higher productivity and a better quality of life at work.

Now, therefore, in accordance with the Law of this country, which mandates every organization to have this Code implemented in letter and spirit, this Code of Conduct is being issued as a part of the implementation of the 'Protection Against Harassment of Women at Workplace Act 2010'.

The Code provides a guideline for behavior of all employees, including management and the owners of an organization to ensure a work environment free of sexual harassment and intimidation;

Definitions

1. Specific terms used in this Code have been defined here:

- a. "Accused" means an employee or employer of an organization against whom complaint has been made under this Code;
- b. "Act" refers to the "Protection Against Harassment of Women at Workplace Act 2010"
- c. CBA means Collective Bargaining Agency as provided in the Industrial Relations Act 2008, or any other law for the time being in force.
- d. "Code" means the Code of Conduct prescribed in this document;
- e. "Competent Authority" the authority as may be designated by the management for the purposes of this Code;
- f. "Complainant" means a woman or a man who has made a complaint to the Inquiry Committee on being aggrieved by an act of harassment;
- g. "Employee" means a regular or contractual employee whether employed on daily, weekly, monthly or hourly basis, and includes an intern or an apprentice;
- h. "Employer" in relation to an organization, means any person or body of persons whether incorporated or not, who or which employs workers in an organization under a contract of employment or in any other manner whatsoever and includes –

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- i. an heir, successor or assignee, as the case may be, of such person or, body as aforesaid;
 - ii. any person responsible for the direction, administration, management and control of the management;
 - iii. the authority, in relation of an organization or a group of organization run by or under the authority of any Ministry or department of the Federal Government or a Provincial government, appointed in this behalf or, where no authority is appointed, the head of the Ministry or department as the case may be;
 - iv. the office bearer, in relation to an organization run by or on behalf of the local authority, appointed in this behalf, or where no officer is so appointed, the chief executive officer bearer of that authority;
 - v. the proprietor, in relation to any other organization, of such organization and every director, manager, secretary, agent or office bearer or person concerned with the management of the affairs thereof.
 - vi. a contractor or an organization of a contractor who or which undertakes to procure the labor or services of employees for use by another person or in another organization for any purpose whatsoever and for payment in any form and on any basis whatsoever; and
 - vii. office bearers of a department of a Division of a Federal or a Provincial or local authority who belong to the managerial, secretarial or directional cadre or categories of supervisors or agents and those who have been notified for this purpose in the official Gazette;
- i. "Sexual harassment" means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment;
 - j. "Inquiry Committee" means the Inquiry Committee established under this Code and under the "Protection Against Harassment of Women at Workplace Act 2010"
 - k. "Management" means a person or body of persons responsible for the management of the affairs of an organization and includes an employer;
 - l. "Ombudsperson" means the Ombudsperson appointed under section 7 of the Act;
 - m. "Organization" means a Federal or Provincial Government Ministry, Division or department, a corporation or any autonomous or semi-autonomous body, Educational Institutions, Medical facilities established or controlled by the Federal or Provincial Governments or District Governments or registered civil society associations or privately managed a commercial or an industrial establishment or institution, a company as defined in the Companies Ordinance, 1984 and includes any other registered private sector organization or institution;
 - n. "Workplace" means the place of work or the premises where an organization or employer operates and includes building, factory, open area or a larger geographical area where the activities of the organization or of employer are carried out and including any situation that is linked to official work or official activity outside the office.

The Unacceptable Behavior

2. Sexual Harassment, the behavior described in Clause 1 (i), i.e. any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, is unacceptable behavior in the workplace, including any interaction

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or situation that is linked to official work or official activity outside the office. It constitutes a violation of this Code. For further explanation of such behavior see Annex I

3. The management of organizations mentioned in clause 1 (m) is required to incorporate this Code of Conduct as part of their workplace policy.

Responsibilities of the Management

4. Management will be responsible to follow this Code in letter and spirit to ensure that each complaint of sexual harassment is addressed responsibly. The management will be impartial in the process and will facilitate a just and fair inquiry without retaliation. The management will not victimize the complainant or the witnesses in the case.

Establishing an Inquiry Committee

5. The organization shall constitute a standing Inquiry Committee to look into complaints under this Code. The Committee shall consist of three members, of whom at least one member shall be a woman. One member shall be from senior management and one shall be a senior representative of the employees or a senior employee where there is no CBA. One or more members can be co-opted from outside the organization if the organization is unable to designate three members from within as described above. A Chairperson of the Committee shall be designated from amongst them.

6. In case a complaint is made against one of the members of the Inquiry Committee that member shall be replaced by another for that particular case. Such a member may be from within or outside the organization;

Designating Competent Authority

7. The management should designate a Competent Authority for implementation of this Code, and as prescribed in the Act.

Awareness Raising and Education of the Employees regarding this Issue

8. The management shall display copies of the Code in English as well as in languages understood by the majority of employees at conspicuous places in the organization and the work place within one month of the commencement of the Act.

9. The management will conduct awareness sessions about the Code and the consequences of such harassment at workplace for its employees.

Management's Obligation towards the Ombudsperson

10. The Government shall establish an Office of Ombudsperson for the purpose of addressing sexual harassment cases. The Ombudsperson may be requested by an employee to hear cases where an employee feels a fair hearing cannot be obtained within the organization. The management shall respond to any and all queries of the Ombudsperson. In case an employee files a complaint directly with the Ombudsperson or if an employee, after being dissatisfied with the decision of the Inquiry Committee, files an appeal with the Ombudsperson, the management shall abide by the decision made by the Ombudsperson.

Punishment for Non-Compliance

11. On failure of an employer to comply with the provisions of this Code, any employee of an organization may file a petition before a District Court and on having been found guilty, the employer shall be liable to a fine which may extend to one hundred thousand rupees, but shall not be less than twenty-five thousand rupees.

12. In case the management fails to follow instructions from the Ombudsperson for information related to the inquiry process or fails to abide by the decision made by him/her the management will be punished with the same punishment as for contempt of high court.

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Informal Procedure of Complaint

13. An informal approach to resolve a complaint of harassment may be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis;

- i. A complainant or a staff member designated by the complainant for the purpose may report an incident of harassment informally to his/her supervisor, or a member of the Inquiry Committee, in which case the supervisor or the Committee member may address the issue at her discretion in the spirit of this Code. The request may be made orally or in writing;
- ii. If the case is taken up for investigation at an informal level, a senior manager from the office or the head office will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner;
- iii. If the incident or the case reported does constitute sexual harassment of a higher degree and the officer or a member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint;
- iv. A complainant does not necessarily have to take a complaint of harassment through the informal channel. S/he can launch a formal complaint at any time;
- v. The complainant may make formal complaint through her supervisor, CBA nominee or worker's representative, as the case may be, or directly to any member of the Inquiry Committee. The Committee member approached is obligated to initiate the process of investigation. The supervisor shall facilitate the process and is obligated not to cover up or obstruct the inquiry;
- vi. Assistance in the inquiry procedure can be sought from any member of the organization who should be contacted to assist in such a case;
- vii. The employer shall do its best to temporarily make adjustments so that the accused and the complainant do not have to interact for official purposes during the investigation period. This would include temporarily changing the office, in case both sit in one office, or taking away any extra charge over and above their contract which may give one party excessive powers over the other's job conditions. The employer can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required;
- viii. Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side;
- ix. The harassment usually occurs between colleagues when they are alone; therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behavior immediately to someone they trust, even if they do not wish to make a formal complaint at the time. Although not reporting immediately shall not affect the merits of the case;

Formal Inquiry Procedure

Working of the Inquiry Committee

14. The Inquiry Committee set up under clause (5) will determine a chairperson among themselves and will fix the time and place for its meetings.

15. The Inquiry Committee after the receipt of a written complaint, shall– (a) within three days communicate in writing the charges and statement of allegations to the accused; (b) require the accused, within seven days from the day the charge is communicated to him, to submit a written defense and on his failure to do so without reasonable cause, the Committee shall proceed ex-parte; (c) enquire into the charge and may

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examine such oral or documentary evidence in support of the charge or in defense of the accused as the Committee may consider necessary and each party shall be entitled to cross-examine the witnesses against him/her.

16. The Inquiry Committee shall have the power to: (a) summon and enforce attendance of any person and examine him on oath; (b) require the discovery and production of any document; (c) receive evidence on affidavits; and (d) record evidence. (e) Get the complaint or the accused medically examined by authorized doctor, if necessary,

17. The Inquiry Committee shall have the power to inquire into the matters of harassment under this Code, and may recommend appropriate penalty against the accused. The following provisions inter alia shall be followed by the Committee in relation to the inquiry (more elaborate guidelines are provided in Annex II):

- a. The statements and other evidence acquired in the inquiry process shall be considered as confidential;
- b. The Inquiry Committee can instruct to treat the whole proceedings confidentially, if necessary. (b) An officer in an organization, if considered necessary, may be nominated to provide advice and assistance to both parties;
- c. Both parties, the complainant and the accused, shall have the right to be represented or accompanied by a Collective Bargaining Agency representative, a friend or a colleague;
- d. Adverse action shall not be taken against the complainant or the witnesses;
- e. The Inquiry Committee shall ensure that neither the employer nor the accused shall initiate any action that would create a hostile environment for the complainant so as to pressurize him/her from freely pursuing his/her complaint; and
- f. The Inquiry Committee shall give its findings in writing by recording reasons thereof.

Findings, Recommendations and Penalties

18. The Inquiry Committee shall submit its findings and recommendations to the Competent Authority within thirty days of the initiation of inquiry. If the Inquiry Committee finds the accused to be guilty it shall recommend to the Competent Authority for imposing one or more of the following penalties:

- i. Minor penalties:
 - a. censure;
 - b. withholding, for a specific period, promotion or increment;
 - c. hold, for a specific period, at an efficiency bar in the time-scale;
 - d. recovery of the compensation payable to the complainant from pay or any other source of the accused;
- ii. Major penalties:
 - a. reduction to a lower post or time-scale, or to a lower stage in a time-scale;
 - b. compulsory retirement;
 - c. removal from service; and
 - d. dismissal from service.
 - e. Payment of a Fine. A part of the fine can be used as compensation for the complainant. In case of the owner, the fine shall be payable to the complainant.

Implementation of the Decision

19. The Competent Authority shall impose the penalty recommended by the Inquiry Committee under clause (18) within one week of the receipt of the recommendations.

20. The Inquiry Committee shall meet on a regular basis and monitor the situation regularly until they are satisfied that their recommendations subject to decision, if any of Competent Authority and Appellate Authority, if applicable, have been implemented.

21. In case the complainant is in trauma the organization will arrange for psycho-social counseling or medical treatment and for additional medical leave.

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22. The organization may also offer compensation to the complainant in case of loss of salary or other damages.

Appeal

23. Any party on whom minor or major penalty is imposed and is dissatisfied by the decision of the Competent Authority may within thirty days of written communication of the decision file an appeal to the Ombudsperson established for this purpose by the respective Governments at the Federal and Provincial levels.

24. The Appellate Authority may, on consideration of the appeal and any other relevant material, confirm, set aside, vary or modify the decision within thirty days in respect of which such appeal is made. It shall communicate the decision to both the parties and the employer.

25. Until such time that the Ombudsperson is appointed, the District Court shall have the jurisdiction to hear appeals against the decisions of Competent Authority.

Mala Fide Accusation

26. The Inquiry Committee may recommend to Ombudsperson for appropriate action against the complainant if allegations leveled against the accused are found to be false and made with mala fide intentions.

Complaints to Ombudsperson

27. Any employee shall have the option to file a complaint either to the Inquiry Committee or the Ombudsperson. In case of filing a complaint with the Ombudsperson the management will respond to any inquiries that the Ombudsperson might have regarding information related to the case (as per clause 10). It will be mandatory for the management to abide by the decision of the Ombudsperson. For details on the powers and procedures that will be followed by the Ombudsperson see Annex III


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Annex I - Detailed Definition of Sexual Harassment
(Referred to in clause 2 of the Code)

1. Sexual harassment can include but is not limited to: verbal harassment or abuse, subtle pressure for sexual acts, sexual advances in the pretext of narrating sexual incidents, touching, patting or pinching, leering at a person's body, demanding sexual favors accompanied by subtle or overt threats concerning employment or advancement; and physical assault including rape.

There are three significant manifestations of sexual harassment in the work environment:

a. Abuse of authority

A demand by a person in authority, such as a supervisor, for sexual favors in order for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

b. Creating a hostile environment.

Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual's work performance or creates an intimidating, hostile, abusive or offensive work environment.

The typical "hostile environment" claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

c. Retaliation

The refusal to grant a sexual favor can result in retaliation, which may include limiting the employee's options for future promotions or training, distorting the evaluation reports, generating gossip against the employee or other ways of limiting access to his/her rights. Such behavior is also a part of the harassment.

2. Passing on pornographic material in print or electronic form, or passing on written offensive messages of a sexual nature would also be considered sexual harassment.

3. Any expression that suggests superiority of one gender over the other should be avoided. Such expressions may include jokes that demean one gender, and unwelcome references to a person's appearance or body, where they cause psychological harassment and serve to deny colleagues their dignity and respect and contribute to an atmosphere in which inequality is emphasized. Such expressions, if persistent, may constitute sexual harassment.

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Annex II - Helpful Guidelines for the Inquiry Process
(Referred to in clause 17 of the Code)

1. The Inquiry Committee members should make the environment of the inquiry process conducive and unthreatening. The members should not reflect any bias in their attitude or their questioning. It is acknowledged that the society mostly blames women for whatever happens to her and usually makes an assumption that sexual harassment happens to women who are immoral or have encouraged an innocent man to provoke this behavior. The Committee members need to be careful not to exhibit such biases and should remain neutral.

2. 'Abuse of authority' cases are complex because of power imbalance between complainant and accused, and may require severe disciplinary actions. Such cases could be linked with hiring and firing of employee, promotion, work duties, relocation, leave, training and other aspects affecting employment. In such cases the Committee members need to be aware that a reaction from the victim is not easy at the time when the offensive behavior takes place because of fear or power of a senior person over a junior employee. Therefore, strict measures of why the victim let it happen or why s/he didn't scream etc. might not be relevant.

3. Cases which create a 'hostile work environment' could range from patterns of offensive behavior over a period of time or single severe incidents of harassment.

4. Annex I describes types of harassment but these are not always distinct from each other and can occur simultaneously. Additionally, sexual harassment can happen to men and women at all levels of job hierarchy and between all relationships of equal and unequal power.

5. The harassment can occur outside working hours and workplace. It is the access that a perpetrator has to the person being harassed by virtue of a job situation or relation that is relevant here.

6. To constitute sexual harassment, the conduct must be 'unwelcome'. Exploration of a case must consider whether the person indicated to the other that the advances were unwelcome or not. It is possible that initially the victim might have considered the behavior permissible, but later, due to personal reasons, personal choices or due to escalating advances, may want the person to stop that behavior. In such situations, it is helpful to keep in mind that the initial permission should not be taken as a license for life. Or a welcomed response for a friendly advance should not be taken as an assumed door opener for physical links. Whenever a person feels that her/his personal limits are being crossed and chooses not to go any further, s/he has to right to convey this to the other person, and if that person does not stop that behavior, it should be considered sexual harassment.

7. Supervisory employees and co-workers should be asked about their knowledge of alleged harassment. When witnesses are not identified, testimony may be obtained from persons who observed change in demeanor of the charging party after alleged incident. Other persons who the charging party discussed the incident with should be interviewed.

8. It is acknowledged that sexual harassment usually occurs between colleagues when they are alone; therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behavior immediately to someone they trust, even if they do not wish to launch a formal complaint at the time; Although not reporting immediately should not affect the merits of the case.

- a. Detailed account of the complainant and the accused form a part of the evidence.
- b. Witness statements
- c. Statements of persons with whom the complainant might have discussed the incident, statements of persons from whom advice may have informally been sought, should be considered as evidence.
- d. Any other documentary, audio or video records can be submitted. Expert technical advice can be sought for such submissions.

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9. The complainant should inform the accused about conduct constituting sexual harassment. It is advisable that records should be maintained in writing, all incidents noting dates, places, descriptions of acts, notifications to the accused and names of those to whom the incident may have been mentioned.

10. In some cases, sexual harassment determination can be based solely on the credibility of complainant's allegation, if the account is sufficiently detailed and internally consistent.

11. Lack of corroborative evidence where such evidence should exist could undermine the allegations. By the same token, a general denial by the accused will carry little weight when contradicted by other evidence.

12. When dealing with harassment through a series of incidents, the investigator should not consider the series of incidents as separate specific incidents, but should consider the pattern. The cumulative impact of such incidents on the victim can make the work environment hostile.

13. Any person who aids or abets and covers the commission of any such act perpetrated by another, without which it could not have been committed might also be considered liable under this Code.

14. While probing the matter of sexual harassment, if the investigation results in the involvement of any close relative or any associated person to the owner or management in committing that act of sexual harassment, the Committee could recommend commencing legal proceedings against them at the cost of the management.

15. If other matters surface during the inquiry, they may be reported in an inquiry report if relevant; otherwise these should be reported to separate authorities.

16. In case the complainant is in trauma, the organization will arrange for counseling and for additional medical leave. This may be suggested as a part of the decision.

17. The organization can also offer compensation to the complainant in the case of loss of salary or other damages resulting from the harassment. The complainant can also be offered compensation if the employer has failed in the duty to prevent the sexual harassment of the complainant.



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Annex III - Office of the Ombudsperson
(Referred to in para 27 of the Code)

It is acknowledged that not every organization might have a sturdy mechanism as prescribed for addressing sexual harassment. At times, the perpetrator is too senior or is the owner of the organization. In such a case, it might not be possible for the Inquiry Committee to hold the person accountable. Similarly, if the Committee is not made of credible people and an employee does not develop trust for them, there is a provision in the Law for directly approaching the Office of the Ombudsperson.

The Office of the Ombudsperson will be set up at the Federal level and later at the Provincial level to deal with the complaints of sexual harassment. This office will be headed by a person with the same qualifications as that of a Judge of a High Court.

Functions of the Ombudsperson This office will deal with:

- Appeals from the persons who are aggrieved by the decision of the Inquiry Committee.
- Complaints made directly for cases of sexual harassment at the workplace of formal organizations.
- Complaints from the management of an organization, in case it believed that a complainant has made a mala fide attempt to intentionally defame someone.

Powers of the Ombudsperson The Ombudsperson shall for the purpose of the "Protection Against Harassment of Women at Workplace Act 2010", have the same powers as are vested in a Civil Court under the Code of Civil Procedures, 1908 (Act V of 1908), in respect of the following matters, namely:

- i. Summoning and enforcing the attendance of any person and examining him on oath;
- ii. Compelling the production of evidence;
- iii. Receiving evidence on affidavits; and
- iv. Issuing commission for the examination of witnesses
- v. Entering any premises for the purpose of making any inspection or investigation, enter any premises where the Ombudsperson has a reason to believe that any information relevant to the case may be found; and
- vi. The Ombudsperson shall have the same powers as the High Court has to punish any person for its contempt.

Inquiry Procedures for the Ombudsperson

1. The Ombudsperson shall within 3 days of receiving a complaint issue a written show cause notice to the accused. The Accused after the receipt of the written notice shall submit a written defense to the Ombudsperson within five days and his failure to do so without reasonable cause would allow the Ombudsperson to proceed ex parte. Both the parties can represent themselves before the Ombudsperson.
2. The Ombudsperson shall conduct an inquiry into the matter according to the rules made under the Protection against Harassment of Women at Workplace Act 2010, and conduct proceedings as the Ombudsperson deems proper.
3. For the purposes of an investigation under the Act, the Ombudsperson may require any office or member of an organization concerned to furnish any information or to produce any document which in the opinion of the Ombudsperson is relevant and helpful in the conduct of the investigation.

Decision of the Ombudsperson

- (1) When making the decision on the complaint, the Ombudsperson may impose any of the minor or major penalties specified for the Inquiry Committee within the organization.
- (2) The Ombudsperson shall record his/her decision and inform both parties and the management of the concerned organization for implementation of the orders. The management of the organization is bound to abide by the decision of the Ombudsperson. If the decision is not implemented, the management shall be charged with the contempt of high court.

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Provision for Appeal

When a case is taken directly to the Ombudsperson instead of an inquiry Committee and the complainant or the accused is aggrieved by a decision of Ombudsperson, within thirty days of decision, could make a representation to the President or Governor, as the case may be, who may pass such order thereon as s/he may deem fit.



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Annex IV - Filing Complaints of Sexual Harassment through the Police

The Protection against harassment of women at workplace Act 2010 was passed with the intention that self-regulatory mechanisms within organizations could provide women and men working in an organization with a culturally sensitive platform for raising any complaints of sexual harassment. Through the operation of an internal Inquiry Committee within each organization, employees could comfortably communicate their grievance and find a resolution. This mechanism where a Code of Conduct within an organization and a three member Committee provides an effective mode for addressing and dealing with complaints of sexual harassment.

However, the employees should know that on 29th of January, 2010 the Government passed an amendment to the Pakistan Penal Code, section 509, which makes sexual harassment at any place, including a workplace, a crime. It is punishable by a fine up to Rupees 500,000 or imprisonment up to 3 years or both.

If there is a case of sexual harassment of an employee, the management of the organization would prefer that the complaint is filed within the organization, but it is obligated to educate its employees that they do have an option to go to the police and file a police report against the perpetrator under section 509.


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Attachment B: Harassment Incident Report Form**Introduction**

This form is to be used as the first report of an alleged harassment incident. The person completing this form should submit it immediately to the Human Resources Unit in order to activate a prompt and thorough investigation

Report Nature:

Report Date:

Confidentiality

Information regarding an alleged harassment incident shall be kept confidential to every extent possible. The individual reporting the incident shall not discuss the information outside the investigation process.

Incident Information

Date of Incident:

Approximate Time of Incident:

Affectee Name:

Alleged Harasser/Bully Name:

Location where the incident occurred:

Type of Harassment/Bullying

Personal harassment

Religious harassment

Harassment based on ethnicity/place of origin

Harassment based on religious belief/sect

Sexual harassment

Sexist harassment

Bullying

Marital Status based harassment

Gender

Disability

Medical Condition

Others, please specify

Brief description of the incident:

List names of any witnesses to the incident:

Additional comments (if any):

Reported by:

Received by:

Name:

Name:

Signature:

Signature:

Date :

Date:

Time:

Time:

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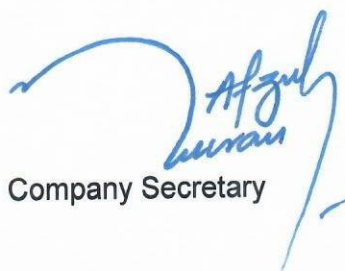


Attachment C: Special Measures for Protection from Sexual Exploitation and Sexual Abuse

The UN Secretary – General Bulletin: Special measures for protection from sexual exploitation and abuse
<http://pseataskforce.org/uploads/tools/1327932869.pdf>



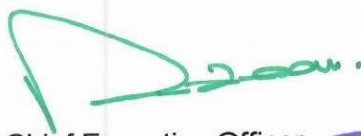
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Attachment D: Building Safer Organizations

Building Safer Organizations Guidelines Receiving and investigating allegations of abuse and exploitation by humanitarian workers. <https://reliefweb.int/report/world/building-safer-organisations-guidelines-receiving-and-investigating-allegations-abuse>



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Attachment E: Handbook of Good Practices

Handbook of good practices: Preventing corruption in humanitarian operations

https://www.transparency.org/whatwedo/publication/handbook_of_good_practices_preventing_corruption_in_humanitarian_operations



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