

# Policy on Protection Against and Prevention of Harassment, Bullying and Discrimination

## 1. General objective:

- 1.1. The International Water Management Institute (IWMI) as part of the CGIAR is committed to providing an inclusive and safe working environment that is free of all forms of harassment and discrimination, and to fostering a work culture where IWMI Staff feel empowered to report concerns of improper conduct.
- 1.2. IWMI is guided by a zero-tolerance principle to any form of harassment, including abuse of authority, bullying, sexual harassment, or discrimination as defined in this Policy. Zero tolerance means that all reports of improper conduct are taken seriously and that perpetrators of misconduct are held accountable for their actions. This principle also means that retaliation against those who speak up against violations of IWMI's standards of conduct, including those specified in this Policy, is prohibited.
- 1.3. IWMI takes the necessary steps to prevent improper workplace conduct and to respond appropriately where prevention has failed to ensure the well-being of its workforce and protect IWMI's reputation for excellence and integrity. To this end, the overall purpose of this Policy is to:
  - Provide a clear understanding of the types of behaviors that are prohibited.
  - Outline the obligations on Staff, and the special responsibilities on managers and supervisors in preventing and addressing workplace conflicts and inappropriate behaviors.

## 2. Scope

- 2.1. This Policy applies to all IWMI staff, temporary staff, long-term consultants, trainees, interns, and students ("Staff" or "Staff Members"). Third parties, including consultants, contractors, vendors, representatives and partners are expected to adhere to the standards set out herein.
- 2.2. IWMI recognizes that it may not be able to mandate this Policy for certain partners such as governments and independent external agencies. IWMI can put specific conditions into partnership agreements, or end partnerships based on a partner's failure to follow the standards described in this Policy. If it is not possible to include such provisions in the partnership agreement, a careful risk analysis is required to determine whether IWMI can continue to work with the specific partner.
- 2.3. This Policy covers conduct that occurs at the workplace, or outside the workplace, including on official travel, work-related training, and social events, and in a private context outside working hours where the conduct impacts the recipient's work environment.

## 3. Definitions

- 3.1. **Prohibited Conduct** refers to all forms of harassment and discrimination. The Annex to this Policy provides a non-exhaustive list of behaviors that may constitute prohibited conduct.

- 3.2. **Discrimination** is any unjustifiable differentiation between individuals or groups or the unjust or prejudicial treatment of different categories of Staff, based on such grounds as a person's race, gender, gender identity/gender expression, religion, nationality, ethnic origin, sexual orientation, disability, age, language, or any other protected characteristics under applicable law. Discrimination involves direct or indirect actions that are based on distinctions or prejudices which have the purpose or effect of treating one person or a group of persons inequitably or unjustly. Discrimination may manifest itself through harassment or abuse of authority.
- 3.3. **Harassment** refers to any unwelcome or offensive conduct that has had, or might reasonably be expected to have, the effect of: (1) offending, humiliating, embarrassing or intimidating another person(s), and (2) creating an intimidating or hostile work environment and/or unreasonably interfering with another person(s)' ability to carry out their functions at work. Harassment may occur through words (written or spoken), gestures or actions, and can be directed at one person or several people, at any level. There are different types of harassing behaviors, including abuse of authority, bullying/mobbing, sexual harassment, and discrimination. Any person of any gender identity may be the victim of any type of harassment.
- 3.4. **Sexual Harassment** is any unwelcome and unwanted behavior of a sexual nature, whether verbal or physical, that is offensive or creates a hostile or intimidating work environment. Sexual harassment may include unwanted sexual advances, unsolicited requests for sexual favors, or any other behavior of a sexual nature that might reasonably be expected or perceived to intimidate, cause offense or humiliation to another, when such conduct interferes with work or is made a condition of employment. Sexual harassment may occur between persons of the opposite sex or the same sex and regardless of the ranks and status of the individuals involved.
- 3.5. Where sexual harassment is committed by a person in a position to influence the career or employment conditions of the victim, the conduct is referred to as quid pro quo harassment and may also constitute an abuse of authority. Quid pro quo sexual harassment occurs when sexual favors are sought, either under the express or implied promise of a reward for acquiescence or express or implied threats of detrimental action for refusal. While this form of sexual harassment typically arises when a more senior person takes improper advantage of their position to try to elicit sexual favors from a subordinate, it may also occur between colleagues irrespective of their seniority.
- 3.6. **Abuse of authority** is the improper use of a position of influence, power or authority by an individual towards others, whether through a one-time incident or series of incidents. It is particularly serious when the alleged offender uses influence, power or authority to improperly influence the career or employment conditions of another (e.g., through decisions on assignments, contract renewal, performance evaluation or promotion). Abuse of authority or misuse of power may include intimidation, express or implied threats, blackmail or coercion.
- 3.7. **Bullying** is repeated offensive, cruel, intimidating, insulting or humiliating behavior that undermines an individual or group of individuals. Bullying may be physical, verbal, visual or written.
- 3.8. **Cyber-bullying** refers to situations of unwanted or aggressive conduct, perpetrated through electronic or social media that may harm, threaten or demoralize the recipient(s), and can occur during or outside working hours.

3.9. **Mobbing** is the term used when a group of individuals subject a person to bullying. Like bullying, mobbing typically occurs repeatedly and regularly over a period of time.

#### 4. Policy Statements

4.1. IWMI recognizes that harassment in any form has the potential to severely impact mental health and physical well-being, lower productivity, create divisions within teams, and is costly to the organization.

4.2. Staff are responsible for creating a safe culture for everyone and must refrain from any prohibited conduct as defined in this policy.

4.3. IWMI has zero tolerance for harassment and discrimination.

4.4. **Frequency:** Harassment normally implies persistent or repetitive events rather than a single or isolated occurrence. However, a one-off incident might be considered harassment depending on its nature and gravity.

4.5. **Intent:** The intention of the perpetrator is not determinative of whether harassment occurred; an act which is reasonably perceived by a person as offensive may constitute harassment regardless of whether it was so intended.

4.6. **Conduct not considered Harassment:** Managers and supervisors may need to make assessments or decisions with which their supervisees may not agree; for example, about performance or work tasks. In doing so, they have a responsibility to give balanced, frank, clear and constructive feedback and, where necessary, to take appropriate corrective action. Unless such assessment, decisions or actions are made in a manner that is offensive or intimidating, or used to retaliate against their supervisee, such actions would not normally constitute harassment.

4.7. **Victims of Harassment or Discrimination:** Every Staff Member that experiences harassment of discrimination him- or herself, or witnesses a Staff Member being harassed or discriminated against, must take prompt action, including by encouraging them to seek advice or report the offensive conduct, tell the offending person that their conduct is inappropriate; or seek advice without disclosing the names of those involved.

**4.7.1.** Staff are encouraged to undertake efforts to resolve disputes and to discuss inappropriate behavior at an early stage, if possible. Managers must make themselves available to anyone who wishes to raise a complaint and should recognize the seriousness of any complaints raised and respect the sensitivity and confidentiality of the matter. With the consent of the person reporting concerns to them, Managers may approach Human Resources to seek further guidance or to make a formal report of the matter.

**4.7.2.** If a situation cannot be resolved informally, or a Staff member does not receive the support he or she needs, they can approach the IWMI Human Resources Office, CGIAR Ethics and Business Conduct ([Ethics at CGIAR - CGIAR](#)) or use the (anonymous) Lighthouse whistleblowing hotline ([Lighthouse Services: Illuminating Corporate Integrity \(lighthouse-services.com\)](#)) to report any prohibited conduct. Next steps will be determined in accordance with applicable procedures.

4.8. **Policy Violations:** Non-compliance with, or violations of, this Policy may amount to misconduct and, as such, may result in disciplinary measures in accordance with the relevant disciplinary procedures/Personnel Policy Manual.

## 5. Responsibilities

5.1. **Staff** are required to:

- a) Take prompt action if they observe that a colleague may be subject to inappropriate conduct and provide support to those concerned;
- b) Communicate to their colleagues about conduct they find offensive and would like to be stopped;
- c) Actively remind colleagues of appropriate conduct and respectful behavior;
- d) Report any suspicion, allegation, or evidence of a possible violation of this Policy, whether they have experienced or witnessed the behavior, see Whistleblowing Policy for more details;
- e) Cooperate in any investigation; and
- f) Participate in trainings and support Ethics and Business Conduct in awareness-raising campaigns for third parties, project participants, and local communities.

5.2. **IWMI and all CGIAR Center Boards** are required to:

- a) Champion an ethical organizational culture by actively embracing this Policy, setting the tone, and leading by example;
- b) Ensure that all Staff have access to, are familiar with, and know their responsibilities pursuant to this Policy;
- c) Participate in training on CGIAR governance officials' obligations for this Policy; and
- d) Provide oversight for compliance with this Policy.

5.3. **IWMI leadership and Management** are required to:

- a) Demonstrate their commitment to providing a safe and respectful work environment by maintaining the highest standard of professional behavior and personal conduct;
- b) Communicate respectful workplace behaviors and hold those who report to them accountable for upholding a respectful work environment. In addition, managers should monitor well-being and take prompt action to stop inappropriate behaviors that others may find offensive or that may contribute to a hostile work environment;
- c) Ensure that potentially offensive material is not displayed or circulated in the workplace;
- d) Undertake efforts to resolve disputes among Staff at an early stage and make themselves available to those who wish to raise concerns of inappropriate behavior by others in confidence and handle those concerns promptly and effectively; and
- e) Recognize the seriousness of any complaints raised and respect the sensitivity and confidentiality of the matter. With the consent of the person reporting concerns to them, Management may approach People and Culture / Human Resources to seek further guidance or to make a formal report of the matter.

5.4. **The Ombudsperson** may:

- a) Provide confidential advice upon request for informal resolution of interpersonal conflicts.

The Ombudsperson is available to all Staff and provides their support through one-to-one guidance, mediation or facilitated dialogue on a confidential basis.

**5.5. Ethics and Business Conduct is:**

- a) Responsible for the implementation of this Policy and for carrying out the procedures following situations of harassment and discrimination in collaboration with People and Culture.

**6. Implementation**

- 6.1. IWMI will ensure that all those who are covered by this Policy understand and discharge their responsibilities.
- 6.2. All newly engaged Staff will be oriented on this Policy and annual training on this Policy will be offered to Staff.

**7. Reporting**

- 7.1. Staff should be risk aware. If a Staff Member suspects a policy breach or is a victim of improper behaviors, it is important to report it. Staff should use the mechanisms as set out in the IWMI Employee Whistleblowing Policy, CGIAR Policy on Whistleblowing and Protection from Retaliation regarding reporting, or refer to [Ethics at CGIAR – CGIAR](#) for more information.
- 7.2. IWMI leadership wants to ensure a safe environment for all Staff. All complaints received shall be treated with discretion, sensitivity, and confidentiality. Anyone involved in receiving and handling complaints of alleged breaches of this Policy has a duty to maintain the confidentiality of the process. Information is therefore to be shared on a need-to-know basis only.
- 7.3. IWMI does not tolerate any form of retaliation. Appropriate measures are in place to protect from reprisal anyone who reports wrongdoings and makes a good faith report.

**8. Waiver from this Policy**

- 8.1. No waiver from this Policy can be provided.

**9. Document management**

**Management Table**

Accountable Official	Responsible Official	Consulted Parties
IS&S Executive Management and IWMI Director General	CGIAR Ethics Unit in collaboration with IWMI People & Culture	CoPs: People and Culture Internal Audit Ethics Legal (ongoing)
<b>Related Documents</b>		
<ul style="list-style-type: none"> <li>• IWMI Code of Conduct</li> <li>• IWMI Personnel Policy Manual</li> <li>• IWMI Employee Whistleblowing Policy</li> <li>• IWMI Grievance Policy</li> </ul>		

- CGIAR Code of Ethics and Business Conduct
- CGIAR Safeguarding Policy – Protection Against and Prevention of Sexual Misconduct, Exploitation and Abuse, and Human Trafficking
- CGIAR Policy on Whistleblowing and Protection from Retaliation
- CGIAR Procedure on Handling Reports of Alleged Misconduct

**Revision History**

<b>Version</b>	<b>Effective Date</b>	<b>Approval</b>	<b>Summary of Changes</b>
1	December 20, 2022	System Council Electronic Decision	
2	May 23, 2023	<b>IWMI Director General</b>	Retire IWMI Bullying, Harassment and Discrimination Policy dated July 1, 2011; add IWMI designation and relevant reporting options.

## ANNEX I

The examples below are not exhaustive and are meant to be used for guidance on what may constitute improper and prohibited conduct.

### Examples of harassment include:

- Use of offensive language, jokes, gossip or ridicule in reference to such characteristics as appearance, gender, personal status, sexual orientation or ethnic origin;
- Racial slurs and negative stereotyping of an individual or group;
- Deliberate withholding of information or resources to undermine the target's work performance;
- Excessive monitoring of work without legitimate reason;
- Putting sustained pressure on the target to participate in activities unrelated to work;
- Display of images or written materials that are offensive, obscene or objectionable.

### Examples of abuse of authority include:

- "*Quid pro quo*" sexual harassment by a supervisor or person in a position of authority with respect to the target's employment status;
- Requesting staff to do personal favors or errands;
- Pressuring staff to distort facts or break the rules;
- Coercion or retaliation against a person who files a complaint under this Policy.

### Examples of bullying include:

- Repeated aggressive behavior, including intimidation, threats or abusive language;
- Constantly humiliating, mocking or belittling someone, particularly if in front of colleagues;
- Repeatedly ignoring or excluding someone from office activities or side-lining someone by talking across them or not listening to them;
- Regular setting of clearly unattainable work goals and deadlines.

### Examples of cyber-bullying include:

- Sharing denigrating and humiliating things about the target by mass email or mass chat;
- Spreading lies or gossip about the target on social media;
- Sending threatening or harassing text messages or emails directly to the target;
- Publishing and/or circulating personal details or other information aimed at humiliating the target .

### Examples of sexual harassment include:

- Deliberate and unsolicited sexual advances or physical contact, or unwelcome unnecessarily close physical proximity;
- Sexually-oriented comments or remarks about a person's appearance or physical features;
- Invitations to social activities or "dates" if they persist after the recipient has declined such invitations;
- Crude, suggestive and obscene language or gestures, or the telling of risqué or obscene sexual jokes or stories;
- The exhibition of materials of a sexually oriented nature in the workplace.

Examples of discriminatory behavior or treatment include:

- Giving less favorable treatment based on gender, status or other personal characteristics;
- Not recommending or considering the target for promotion or other advancement on grounds of a protected characteristic;
- Giving more favorable performance appraisals to staff of one gender, and not because of individual performance;
- Social exclusion on the basis of a person's personal characteristics;
- Denigrating cultural or religious festivals or making derisory comments about an individual's beliefs;
- Dismissive treatment or the expression of stereotypical assumptions about a group to which the individual belongs.