

STRATEGY

FOR PREVENTING AND RESPONDING
TO SEXUAL EXPLOITATION, ABUSE AND
HARASSEMENT (PSEAH) | 2024-2026

CAMEROON



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Canada



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APPENDIX: ACRONYMS AND ABBREVIATIONS

AAP	Accountability to Affected Populations
CBCM	Community Based Complaint Mechanism
CO	Country Office
CoM	Chief of Mission
CWC	Communicating with Communities
ERC	Emergency Relief Coordinator
GBV	Gender-based violence
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HQs	Headquarters
IASC	Inter-Agency Standing Committee
ICVA	International Council of Voluntary Agencies
IEC	Information, Education and Communication
IOM	International Organization for Migration
NGO	Non-Governmental organization
OIO	Office of Internal Oversight
PSEAH	Protection from Sexual Exploitation, Sexual Abuse and Harassment
PSEAH	Preventing Sexual, Exploitation, Abuse and Harassment
RC	Resident coordinator
SA	Sexual Abuse
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SMT	Senior Management Team
SOPs	Standards Operating Procedures
UN	United Nations
UNCT	The United Nations Country Team
UNSG	United Nations Secretary General
WAAI	We Are All In

INTRODUCTION

Protecting those that we serve and each other is of paramount importance to the International Organization for Migration (IOM), United Nations (UN) Migration Agency. Preventing and responding to Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) is an important element of this PSEAH Country Strategy. IOM recognizes that incidents of sexual harassment (SH) in the workplace can serve as indicators of sexual exploitation and abuse (SEA) against programme participants, and vice versa, and takes a mutually reinforcing approach to tackle both forms of sexual misconduct.

SEA and SH by IOM personnel and its partners and service providers are not only serious misconduct but can be violations of human rights. SEA and SH are forms of sexual violence driven by gender inequality and imbalances of power. IOM is committed to addressing SEA and SH through effective prevention, risk mitigation, and response measures at all stages of programming across all types of interventions and within all IOM offices worldwide.

GENERAL CONSIDERATIONS

VISION

The vision of this strategy is to create and maintain a safe and protective environment for programme participants and to encourage IOM staff and related personnel (interns, consultants, seconded staff, third party contractors and partners, etc.) to behave responsibly towards those IOM assists. Preventing and responding to Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) is an important element of creating an environment free from abuse and harassment and this strategy provides IOM Cameroon staff and partners with the tools and guidance to take concrete actions. Because SEA inflicts harm on those whom organizations are obliged to protect and may as well jeopardize the credibility of all humanitarians, development, and peace consolidation organizations, a range of measures should be taken to prevent, mitigate the risks of, and respond to SEA. That is the vision of this strategy. In this regard, this strategy and workplan abide by principles set by the [UN Secretary-General's \(SG\) Bulletin on Special Measures for protection from SEA \(2003\)](#); on [Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations \(2017\)](#); the [UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel \(2008\)](#); the [UN Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse \(2019\)](#); the [UN Protocol on Allegations of SEA involving Implementing Partners \(2018\)](#) etc. All these documents represent commitments by all UN agencies. This strategy is also fully abiding with the IOM's [Global Strategic Approach to PSEAH](#) that focuses on five key priority areas: 1. Leadership and Organizational Culture; 2. Institutional Accountability and Transparency; 3. Capacity-Development, Behavior Change and Communication; 4. Quality and Accessible Victim Assistance; 5. Partnership and Coordination. The strategy goes also in line with the [IOM PSEAH Toolkit and Checklist](#).

PURPOSE

IOM recognizes that violence is prevalent throughout the world and in all societies. IOM has a policy of zero tolerance of sexual exploitation and abuse (SEA) by IOM staff members and the employees or any other persons engaged and controlled by IOM Contractors. The purpose of the strategy is to ensure:

- IOM staff members, including interns, secondees, consultants, contractors, partners, escorts, and people holding hourly contracts, understand their responsibilities to provide humanitarian assistance and services in a manner that respects and fosters the rights of beneficiaries as well as the consequences of breaching PSEAH rules and regulations.
- They should understand the importance of preventing SEAH in all its forms and their responsibility to ensure that their behavior and work does not result in violence or harm against migrants, refugees, international displaced populations, host communities and any program participants.
- For this reason and because there is often an inherent and important power differential in the interactions between staff members and program participants; senior staff and other personnels, IOM strongly prohibits staff members and related personnels from having any sexual relationships with program participants.
- They should act as role models in making every reasonable effort to create and maintain an environment that assists in preventing SEA.
- A range of partners that IOM works with (NGOs, government partners, including third party contractors, academia, and other organizations) and who are in close contact with beneficiaries and communities are aware of this strategy and abide with it. It is important to ensure that they also contribute to the prevention of, response to and reporting of SEA.
- They should be aware of their responsibility to report any concerns relating to SEAH and have access to clear guidelines on how to report suspected breaches of this SEAH.

GLOBAL COMMITMENT TO PSEAH

PSEAH CHRONOLOGY OF EVENTS

In 2002, a report detailed sexual abuse and exploitation of refugees by aid workers in West Africa. It became known as the ‘West Africa food for sex scandal’ and triggered a major response across the aid sector. As a result of that, the UN Inter-agency Standing Committee (IASC) PSEA Task Force was established and developed the [Six Core Principles Relating to Sexual Exploitation and Abuse](#) in June 2002. Consequently, the UN Secretary General issued a bulletin on [Special Measures for the Protection from Sexual Exploitation and Abuse \(PSEA\)](#) in 2003. Later on, a group of child-focused international nongovernmental organizations (NGOs) established the [Keeping Children Safe Coalition](#) (now Keeping Children Safe). The coalition developed a set of standards and tools to safeguard children from all forms of harm, including sexual exploitation and abuse. The International Council of Voluntary Agencies (ICVA) established ‘Building Safer Organizations’ project which produced materials such as investigation guidelines and continues work on PSEA today as part of the CHS Alliance. In 2018, sexual exploitation and misconduct in the aid and development sector (covered in the media) again prompted a review of safeguarding policies, practice, culture, and leadership on these issues. Many agencies combined work on PSEA with developments already under way on tackling workplace Sexual Harassment prompted by several scandals and the #metoo and #aidtoo movements.

2002	2003	2006	2006-2010	2010	2011
IASC endorses Policy Statement on PSEA with 6 Core Principles	UN Secretary General’s Bulletin on SEA	Statement of Commitment on Eliminating SEA by UN and non-UN Personnel	Agencies begin establishing own codes of conduct to prevent SEA	IASC publishes Global Review of Protection from SEA	IASC Principals set the Transformative Agenda
The first articulation of the 6 Core Principles.	The 6 Principles & PSEA Framework are codified within the UN.	PSEA framework extended beyond the UN and to all personnel.	Internal PSEA systems within agencies are strengthened.	IASC acknowledges that internal PSEA programs are insufficient to stop SEA.	Inter-agency PSEA is prioritized.
2011	2012	2013	2015	2016	2016
IASC establishes the PSEA Championship	IASC AAP/PSEA Task Team is formed	IASC endorses Minimum Operating Standards on PSEA	IASC Principals release their Statement on PSEA	IASC Principals endorse the PSEA Toolkit	UNSG creates the role of the UN Special Coordinator on SEA
PSEA has a lead voice on behalf of the humanitarian community.	A merger of the AAP Taskforce and the PSEA Taskforce to enable harmonized technical support on AAP and PSEA.	Minimum standards are articulated on what PSEA systems each organization should have.	Reaffirms leadership role of HC on PSEA. PSEA is institutionalized in Humanitarian architecture. HC has responsibility to report annually to ERC	Best practices guide on inter-agency CBCMs is available. Global SOPs define agreements between agencies on how to refer SEA allegations. PSEA Coordinator function is accepted.	Under the OSC, the UN Working Group on SEA serves to harmonize and promote PSEA UN-wide

2016-2019	2017	2016-19	2018	2018-2019	2019-2022
UNWG on SEA releases protocols to enforce PSEA	UN Secretary General Strategy on PSEA released	IASC tasks IOM and ERC to roll out the IASC PSEA Toolkit	IASC Championship Strategy and Acceleration Plan	IASC steps up collective in-country PSEA	UN/IASC Frameworks on PSEA are strengthened
Requirements for working with implementing partners. Database to avoid recruitment of offenders. Victim Assistance Protocol is established.	UN-Wide 4 pillars: Greater transparency in reporting. Civil society engagement Awareness raising. Role of UN Victim's Rights advocate established.	Strengthens in-country PSEA. Networks and HCTs at country and regional level. Brings in-country PSEA lessons to the global dialogue.	Prioritizes: Safe and accessible reporting Quality and accessible survivor assistance Accountability and investigations.	OCHA Investigations Fund established. IASC members commit to seating a PSEA Coordinator in each country response. ERC calls for HCs to report on mapping gaps.	UN Victim Assistance and Implementing Partner Protocol (+ IP Common Assessment). UNCT Action Plan to measure collective PSEA implementation circulated. IASC External Review on PSEAH.

THE IASC SIX CORE PRINCIPLES RELATING TO SEXUAL EXPLOITATION AND ABUSE, 2019

The interpretation and application of this strategy is guided by the principles and standards contained in international commitments on PSEA, in particular the standards established by the Inter-Agency Standing Committee (IASC), the UN Secretary-General’s Bulletin on Special Protective Measures against SEA, the 2018 UN Protocol on Allegations of SEA Involving Implementing Partners, the IOM Standards of Conduct (IN 15 Rev 1), the IOM Policy and Procedures on SEA (IN 234) and the IOM PSEAH Toolkit and Checklist (2022). The Inter-Agency Standing Committee (IASC) has issued Six Core Principles Relating to Sexual Exploitation and Abuse to which almost all humanitarian organizations have subscribed to. These are:



1 Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment.



2 Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defence..



3 Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes exchange of assistance that is due to beneficiaries.



4 Any sexual relationship between those providing humanitarian assistance and protection and a person benefitting from such humanitarian assistance and protection that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of humanitarian aid work.



5 Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, he or she must report such concerns via established agency reporting mechanisms.



6 Humanitarian workers are obliged to create and maintain an environment which prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibilities to support and develop systems which maintain this environment.

NATIONAL COMMITMENT TO PREVENTING AND RESPONDING TO PSEAHs

PSEA NETWORK EFFORTS IN CAMEROON

Many efforts have been made by humanitarian, development, and peacebuilding actors to make accountability to affected population (AAP) the focus of the response in cameroonian context. These efforts have been directed towards the development of an accountability framework for affected populations, which is explicit in the way of “taking, giving and being held accountable” at all levels. To fulfil this commitment, the Cameroon PSEA Network was created in July 2016 under the aegis of the UN System Resident Coordinator/Humanitarian Coordinator (HC) to implement the [UN Secretary-General’s Bulletin \(SGB\) on Special Measures for Protection from Sexual Exploitation, Sexual Abuse and Harassment \(PSEAH\)](#). On behalf of the Humanitarian Country Team (HCT), OCHA, UNICEF and WFP respectively coordinate and co-coordinate the PSEA network in Cameroon. The PSEA network coordinator, based in the office of the Resident Coordinator, provides support in leading and managing the network and reports to the Resident Coordinator. The network is made up of PSEA focal points from UN agencies, INGOs and national NGOs at the national and regional level in Cameroon. The network’s responsibilities include management and coordination, engagement with government, prevention and response to SEA, complaints and investigation procedures and commitment to action. The network has developed a three-year strategy and annual action plans as well as an inter-agency standards operational procedure on community-based complaint mechanisms regarding sexual exploitation and abuse (CBCM SOPs¹) in July 2022. In 2023, the Cameroon PSEA Network has also developed an inter-agency illustrated poster boards to increase awareness on PSEA within communities and amongst beneficiaries. IOM actively contributed to the drafting of these three tools alongside other organizations. One of the most significant efforts of the country PSEA Network, is the setting-up of an inter-agency toll-free number². The Network works in accordance with its annual work plan and oversees the implementation of the PSEA in the country. The Inter-agency PSEA Coordinator among other tasks, supports the establishment of an in-country PSEA program, trains staff at entry points, coordinates with Clusters and strengthens PSEA within organizations. The Network ensures that all actors (humanitarian, development, and peace) respect the codes of conduct, the six core principles of PSEA and IASC policies on prevention of and respond to sexual exploitation and abuse (SEA).

1 The Inter-Agency Community-Based Complaint Mechanisms (CBCM) Standards Operating Procedure (SOPs) was developed under the umbrella of the Network on Protection from Sexual Exploitation and Abuse (PSEA) by Humanitarian, Development and Peace Consolidation Organizations in Cameroon. The final version of the Inter-Agency CBCM SOPs was endorsed by the United Nations Country Team (UNCT) on the 10th May 2022 and by the Humanitarian Country Team (HCT) on the 15th July 2022.

2 The toll-free number is 8099.

IOM EFFORTS ON PSEA

In Cameroon, IOM has taken measures to prevent cases of sexual exploitation and abuse at several levels:

- The integration of PSEAH into coordination initiatives within and outside the organization, such as participation in PSEAH networks, the recruitment of staff entirely dedicated to the issue and the appointment of PSEA champions in the sub-offices;
- PSEAH considerations are considered in human resources management, both at the time of recruitment and during the induction of newly recruited staff, consultants and implementing partners.
- A staff capacity-building mechanism has been set up, through online and face-to-face training, for new and current staff, including through induction and refresher trainings.
- The use of a reporting mechanism set up at the global level “We Are All In” Platform has been promoted.
- IOM projects are increasingly putting in place SEA risk mitigation measures from design to implementation stages.
- Standard tools are used to assess and monitor the potential SEA risk posed by implementing partners.
- A minimum level of awareness raising among beneficiaries has been put in place on issues of Gender Based Violence (GBV), Accountability to Affected Populations (AAP), and PSEAH..

IOM also uses accountability initiatives with affected communities to ensure that the concerns and opinions of program participants and communities are considered in its operations. This includes two situational analyses (one in the Far North and the other in the Northwest and Southwest) on community preferences in terms of tools, communication channels, means of conflict resolution and reporting sensitive cases, including protection and GBV concerns or incidents. However, despite these efforts, much remains to be done. A situational analysis carried out in 2023 shows a performance of 35%, which represents a major risk and a fragility in the prevention of these types of sexual misconduct³. Three specific points stand out. These are the very low level of consideration given to PSEAH in the programming process, the inadequacy of communication about the issue within communities and program participants, and finally, the virtual non-existence of community complaint channels and mechanisms that are prepared to receive standard and sensitive complaints, including SEA allegations.

STRATEGY ACTORS: ROLES AND RESPONSIBILITIES

This strategy is aimed to target the following categories of stakeholders:

IOM COUNTRY CHIEF OF MISSION (COM)

The Chief of Mission is responsible for leading and implementing this Prevention of Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) Strategy for IOM at the country level, ensuring that PSEAH is mainstreamed in all operations and programming and is a part of the organizational culture, including but not limited to PSEAH awareness raising and training for staff and partners, safe and accessible complaints and referral mechanisms exist within programming and within the office environment, and policies and practices on the reporting of sexual and other types of misconduct are followed.

The Chief of Mission is therefore accountable for Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) for IOM at national level. His/her roles and responsibilities are as follows:

- Lead on Prevention of Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) for IOM at the country level.
- Actively participate in UNCT/HCT meetings to support the interagency PSEA response: a) support the development of a country specific interagency PSEAH Strategy and Action Plan; b) ensure that PSEAH is embedded in relevant interagency workplans/response plans, sectoral strategies that IOM leads; and c) support collective PSEAH actions points to move forward, etc.

³ See PSEA situational analysis report.

- Ensure PSEAH is integrated into the Country Office (CO) Risk Register and that actions taken to mitigate the risks are identified, documented, implemented, and monitored.
- Ensure the development and tracking of the PSEAH Action Plan within the CO.
- Ensure that PSEAH is embedded in the CO Strategy.
- Use every opportunity to remind staff of PSEAH messaging and ensure PSEAH is a discussion topic within the IOM Country Office. Additionally, ensure that PSEAH is embedded in IOM projects/ programmes, budgets, throughout implementation, and as part of monitoring, evaluation and reporting.
- Recruit a full-time PSEAH Officer and/or identify a PSEAH Focal Point(s) and alternate(s) within the office and ensure they are known to all staff.
- Actively recruit female staff and related personnel within IOM as managers and “frontline workers” for positions with close contact with beneficiary populations and/or manage staff who interact with beneficiary populations, etc.
- Develop and/or display PSEAH communication materials: a) ensure the physical and virtual distribution and visibility of PSEAH Information, Education and Communication (IEC) materials to IOM staff and related personnel, including implementing partners; b) translate messaging into local languages; c) provide visual/verbal messaging for non-literate staff.
- Ensure guidance on how to report SEA and SH through the appropriate platforms is reinforced and disseminated across IOM operations and offices (do not forget: drivers, cleaners, enumerators, staff in sub-offices, third-party contracted staff/consultants, daily and hourly workers, interns, consultants, community volunteers, etc).
- Ensure that there are dedicated budget line(s) for PSEAH staffing and PSEAH activities in all new project budgets.
- Budgeting for dedicated PSEAH staff are key to implementing PSEA activities. Additionally, budgeting for PSEA operational activities (e.g. capacity building for IPs, communicating with beneficiaries on PSEAH, establishing complaint and feedback mechanisms within programming, etc) are key to implementing PSEAH actions.
- In line with indicators in the CO PSEAH Action Plan, track, monitor and report on the CO PSEAH efforts; undertake periodic reviews on PSEAH to take stock on progress, achievements and gaps.

DEDICATED PSEAH OFFICER/PSEAH FOCAL POINT

As the National PSEAH Officer for the IOM Mission in Cameroon, the dedicated PSEAH Technical Focal Point supports aspects of the implementation of PSEAH activities in close coordination with the Chief of Mission, both internally and externally, including as an active member of the inter-agency PSEAH network, as well as a member of the working group responsible for accountability to affected populations (AAP).

The establishment of a formal system of dedicated PSEAH Focal Points is a step in the process of strengthening IOM’s overall PSEAH response. In Cameroon, the roles and responsibilities of the dedicated PSEAH Focal Point are:

- Ensure PSEAH is integrated into the CO Risk Register and that actions taken to mitigate the risks are identified, documented, implemented, and monitored.
 - Ensure the development and tracking of the PSEAH Action Plan.
 - Actively participate in interagency PSEAH Task Force/Network meetings.
- Support the delivery of PSEAH Task Force/Network Interagency Action Plan / the delivery of HC/RC’s PSEAH priorities/activities in-country.
 - Provide an orientation for all new staff and related personnel and include a briefing on the IOM Standards of Conduct and IOM’s zero tolerance policy toward sexual exploitation and abuse and sexual harassment.
 - Develop a PSEAH Training Plan for the country office to ensure the delivery of the IOM PSEAH trainings; and rollout the IOM mandatory training to all staff and related personnel, including staff in remote locations,

to ensure all have the knowledge on preventing and reporting allegations of sexual misconduct; and support in the tracking of track IOM PSEAH mandatory training compliance amongst IOM staff and related personnel (ensure certificates are issued).

- Develop and/or display PSEAH communication materials: Ensure the physical and virtual distribution and visibility of PSEAH Information, Education and Communication (IEC) materials to IOM staff and related personnel, including implementing partners; translate into local languages; provide visual/verbal messaging for non-literate staff.
- Ensure guidance on how to report SEA and SH through the appropriate platforms is reinforced and disseminated across IOM operations and offices (drivers, cleaners, enumerators, staff in sub-offices, third-party contracted staff/consultants, daily and hourly workers, interns, consultants, community volunteers, etc).
- In line with indicators in the CO/RO PSEAH Action Plan, track, monitor and report on the CO PSEAH efforts; undertake periodic reviews on PSEAH to take stock on progress, achievements and gaps.
- Promote and document good PSEAH practices, lessons learned, and share with other IOM Country and Regional Offices, HQs, etc.
- Support Resource Management/Procurement/Project Managers/Officer to use the PSEAH Implementing Partner Capacity Assessment Tool (to identify IP PSEAH strengths and weaknesses); then support partners to strengthen their processes and tools to address identified PSEAH gaps.
- Support Project Managers/Officers Record and track PSEAH training delivered to partner/service provider staff, as well as data on any other efforts taken by the office to enhance IP PSEAH capacity.
- Support Project Managers/Officers to work with implementing partners to mainstream PSEAH within their programming/IOM activities; monitor actions taken by partners to address and mitigate SEA risks.
- Based on community preferences on PSEAH communication, support with the development and integration of context- and language- appropriate PSEAH awareness strategies and materials within programmes/projects; multiple dissemination channels should be used.
- Ensure the most up-to-date copy of the country-level inter-agency victim assistance referral pathway is available for reference in the IOM Country Office (to refer victims for assistance).
- Ensure that IOM staff and related personnel, particularly those in contact with beneficiary populations and affected communities, know how to use the pathways and respond to a SEA disclosure.
- Ensure access to victim assistance is provided to SEA survivors, in line with principles of safety, respect, confidentiality, non-discrimination and Do No Harm, either through referral to external assistance services, upon the victim's consent, following the referral pathway in-country or, where appropriate, through IOM's existing programmes to meet basic needs, upon the victim's consent.

PROGRAMME/ PROJECT OFFICERS/MANAGERS (PROGRAMME/PROJECT STAFF)

Programme/ project managers and programme/ project staff are responsible for promoting the integration of PSEAH into their programmes/ projects, particularly in project design, budgets, throughout implementation, monitoring and evaluation, and at the same time taking every opportunity to remind their teams of the key messages and principles of PSEAH. Their roles and responsibilities include:

- Use every opportunity to remind staff of PSEAH messaging and ensure PSEAH is a discussion topic within the IOM Country Office. Additionally, ensure that PSEAH is embedded in IOM projects/ programmes, budgets, throughout implementation, and as part of monitoring, evaluation and reporting.
- Ensure guidance on how to report SEA and SH through the appropriate platforms is reinforced and disseminated across IOM operations and offices (do not forget: drivers, cleaners, enumerators, staff in sub-offices, third-party contracted staff/consultants, daily and hourly workers, interns, consultants, community volunteers, etc).
- Identify specific SEA risks that may compromise the safety and security of beneficiaries/communities within the programme/project and that must be addressed. Include them in proposals.
- Determine the necessary PSEAH mitigation actions to address each risk identified, mainstream PSEAH activities and SEA risk mitigation actions into proposals; including the project's M&E plan/framework/indicators.
- Ensure PSEAH activities and SEA risk mitigation actions identified are mainstreamed in proposals; including in the project's M&E plan/framework/indicators.
- Ensure that there are dedicated budget line(s) for PSEAH staffing and PSEAH activities in all new project budgets. Budgeting for dedicated PSEAH staff are key to implementing PSEAH activities. Additionally, budgeting for PSEAH operational activities (e.g. capacity building for IPs, communicating with beneficiaries on PSEAH, establishing complaint and feedback mechanisms within programming, etc) are key to implementing PSEAH actions.
- Manage/Implement the PSEAH activities and SEA risk mitigation actions, as outlined in the programme/ project proposal.
- Continuously reinforce PSEAH messaging amongst migrants, beneficiaries and affected communities throughout the implementation of the project.
- Develop tools to monitor the implementation, and appropriateness, of project-level PSEAH activities and SEA risk mitigation actions; use results to continuously improve activities and actions in order to promote safer projects.
- Continuously engage with beneficiaries and affected communities to collect feedback on the wider PSEAH efforts and on SEA risks, use results to improve activities and promote safer programming.
- Promote and document good PSEAH practices, lessons learned, and share with other IOM Country and Regional Offices, HQs, etc.
- Use the PSEAH Implementing Partner Capacity Assessment Tool (to identify IP PSEAH strengths and weaknesses); then support partners to strengthen their processes and tools to address identified PSEAH gaps.
- Reinforce the SEA prevention and response clauses found within all IOM Service and Implementing Partner (IP) contracts and agreement templates (during the contract signing and throughout the partnership) to ensure partners are aware of their obligations to prevent and report SEA.
- Record and track PSEAH training delivered to implementing partner/service provider staff, as well as data on any other efforts taken by the office to enhance IP PSEAH capacity.
- Support implementing partners to mainstream PSEAH within their programming/IOM activities; monitor actions taken by partners to address and mitigate SEA risks.
- Engage with affected communities/ beneficiary populations to understand/ map communication preferences; assessment(s) can be done in coordination with relevant actors in-country (Accountability to Affected

- Population (AAP) / Communicating with Communities (CWC) staff, as applicable) to strengthen how to best communicate on PSEAH within operating contexts.
- Based on community preferences on PSEAH communication, develop and integrate context- and language-appropriate PSEAH awareness strategies and materials within programmes / projects; multiple dissemination channels should be used.
 - Monitor effectiveness of PSEAH communication strategies and awareness-raising materials; continuously improve materials and communication channels as required.
 - Engage with communities/beneficiaries to understand/map how they would prefer to communicate feedback or complaints to IOM; assessment(s) can be done in coordination with relevant actors in-country (AAP/ Communicating with Communities (CWC) staff, or others as applicable).
 - Establish and/or strengthen existing complaints and feedback channels for beneficiaries/affected populations to ensure it is fit to handle SEA reporting (multiple reporting channels are strongly recommended).
 - Develop a process for receiving SEA complaints from beneficiaries and/or affected populations to include within the Complaint and Feedback Mechanism SOPs (where they exist); ensure that all SEA reports are channeled to Office of Internal Oversight (OIO), either via email or through IOM's ["We Are All In" misconduct reporting platform](#).
 - Monitor safety, appropriateness and effectiveness of complaints and feedback mechanisms for beneficiaries/ affected populations; continuously improve as required.

HUMAN RESOURCES

The HR team should coordinate with the recruitment manager and panel members to ensure that the PSEAH issue is added. They will also check all newly recruited IOM staff and related personnel (i.e. consultants, interns, etc.) through UN Clear Check prior to recruitment. It must also ensure that staff and related personnel understand the content of IN/15 (IOM Code of Conduct), IN/90 rev 1 (Guidelines on Creating a Respectful Work Environment in IOM) and IOM's policy on PSEAH, including how to report misconduct. In detail, their roles and responsibilities are as follows.

- When hiring new staff, include a PSEAH question as one of the interview questions.
 - Develop a PSEAH Training Plan to ensure that all IOM staff have taken the IOM PSEAH training; and if not, put in a place a plan to have those that have not taken it to complete the face-to-face, webinar or online micro-modules.
 - Clear all newly recruited IOM staff and related personnel (ie consultants, interns, etc. through UN Clear Check (UN database with names of perpetrators) prior to recruitment.
 - As part of the reference check for the recruitment of staff or related personnel (ie consultants, interns, etc), ensure the question on misconduct/ disciplinary measures is always included.
- Provide an orientation for all new staff and related personnel and include a briefing on the IOM Standards of Conduct and IOM's zero tolerance policy toward sexual exploitation and abuse and sexual harassment.
 - Ensure that staff and related personnel understand the contents of [IN/15 \(IOM Standards of Content\)](#), [IN/90 rev 1 \(Respectful Working Environment\)](#), and the [IN/234 the IOM PSEA Policy](#), including how to report misconduct.
 - Store all signed IOM Standards of Conduct for each staff member in the respective personnel files.
 - All staff and related personnel, including implementing partner staff wear ID badges and other visibility wear (vests, t-shirts, hats, etc) in order to identify the person and organization delivering aid.
 - Develop a PSEAH Training Plan, in coordination with the PSEA Focal Point to ensure the delivery of the IOM PSEAH trainings; and continually track IOM PSEA mandatory training compliance amongst IOM staff and related personnel (ensure certificates are issued).

- Develop and/or display PSEAH communication materials: Ensure the physical and virtual distribution and visibility of PSEAH Information, Education and Communication (IEC) materials to IOM staff and related personnel, including implementing partners; translate into local languages; provide visual/verbal messaging for non-literate staff.
- Ensure guidance on how to report SEA and SH through the appropriate platforms is reinforced and disseminated across IOM operations and offices (do not forget: drivers, cleaners, enumerators, staff in sub-offices, third-party contracted staff/consultants, daily and hourly workers, interns, consultants, community volunteers, etc).

IOM ALL STAFF AND RELATED PERSONNEL

IOM staff and related personnel (consultants, interns, UN Volunteers, daily and hourly workers, etc.) must all promote a culture of PSEAH. Everyone at their level has a professional responsibility to maintain the highest standards of conduct and to prevent acts of sexual misconduct. In more detail, their roles and responsibilities are as follows:

- IOM all staff and related personnel (cleaners, enumerators, third-party contracted staff/consultants, daily and hourly workers, interns, secondments, etc.) must be aware of and understand the contents of the [IOM Standards of Conduct \(IN/15 rev. 1\)](#). Any signed Standards of Conduct for each staff member must be stored in the respective personnel files.
- All IOM staff and related personnel should read and sign a copy of the Standards of Conduct.
- All staff and related personnel, including implementing partner staff wear ID badges and other visibility wear (vests, t-shirts, hats, etc.) to identify the person and organization delivering aid.
- All IOM staff and related personnel should complete the mandatory PSEA training.
- All IOM staff and related personnel have an obligation to report incidents or suspicions of sexual exploitation and abuse immediately, even if they are not sure whether it is true or not. IOM personnel should not undertake investigatory measures to assess a complaint's credibility.
- Each IOM staff has a professional responsibility to maintain the highest standards of conduct, and to prevent acts of sexual misconduct. Sexual misconduct should be reported through the IOM [We Are All In \(WAAI\) \(weareallin.iom.int\)](#) platform or by sending an email to the IOM Office of The Office of Internal Oversight (OIO) at OIOIntake@iom.int.
- All IOM staff have an obligation to report incidents or suspicions of sexual exploitation and abuse immediately, even if they are not sure whether it is true or not. IOM personnel should not undertake investigatory measures to assess a complaint's credibility.

IOM IMPLEMENTATION PARTNERS (IPs)

- All contracts between IOM and Contractors shall include the IOM standard PSEAH clause, which includes the obligations of IOM Contractors to take measures to prevent and prohibit PSEAH, to timely report to IOM any allegations, concerns or suspicions about SEA, to investigate allegations relating to their employees or other personnel of IOM Contractors, to take corrective actions when SEA has occurred, and to ensure that the SEA provisions are included in all subcontracts. All IOM signed contracts/MOUs with partners contain PSEA clauses. If the standard PSEAH clause cannot be used owing to exceptional circumstances, approval must be sought from the Gender Coordination Unit.
- IOM has joined the United Nations Partner Portal (UNPP) in 2023, designed to bring about a harmonized, efficient and easy collaboration between Civil Society Organizations (CSOs) and their UN partners. One key goal of joining the platform is to ensure all IPs that IOM works with are assessed regarding their PSEA capacities and if gaps are identified, a capacity development plan will be developed with the IP to ensure compliance with PSEAH minimum standards.
- The failure of an IOM Contractor to comply with such contractual obligations shall constitute grounds for IOM to terminate the contract with the concerned Contractor.
- When selecting implementing partners, IOM is encouraged to use the PSEAH Implementing Partner Assessment Tool to understand the IP's capacity to prevent and address SEA and to put in place mechanisms to build IP capacity and/or systems when PSEAH gaps are identified.
- Implementing partners are encouraged to mainstream PSEAH within their programming/IOM activities to address and mitigate SEA risks

IOM'S STRATEGIC APPROACH

IOM's strategic approach focuses on five key priorities areas: Leadership and Organizational Culture; Institutional Accountability and Transparency; Capacity-Development, Behaviour Change and Communication; Quality and Accessible Victim Assistance and Partnership and Coordination.

IOM is working to strengthen an organizational culture that respects the PSEAH and is aware of the harmful effects of SEA on victims, communities, humanitarian actors, and the entire humanitarian aid chain. In fact, it is this culture that develops in each staff member the leadership and determination needed to deal with SEA.

Accountability for PSEAH is strengthened in IOM Cameroon through a human resource that is able and willing to use PSEAH mechanisms. Policies, practices, and tools will be put in place in line with system-wide standards. In addition, IOM will communicate internally and externally on efforts to prevent and respond to SEA and monitor the implementation of policies and best practices.



IOM intends to develop and strengthen partnerships around PSEA with a variety of actors, not only humanitarian but also institutional. To ensure that the large number of partner actors is not a source of confusion, particular emphasis will be placed on strengthening existing coordination mechanisms.

Victims of SEA are provided with quality assistance in a timely manner, enabling them to demonstrate resilience in the face of the adverse effects of SEA suffered.

The capacity of staff, partners, consultants, beneficiaries, and communities to identify, report/alert and respond to cases of SEA is strengthened. Communication is strengthened to positively change the beliefs, attitudes and behaviors of IOM staff, partners, beneficiaries, and communities.

IMPLEMENTING THE STRATEGY

This strategy is operationalized through the development, implementation, monitoring, and evaluation of annual work plans. In addition, this strategy will be evaluated on a quarterly basis to ensure that it is up to date and provides an adequate response to the emerging challenges of PSEA at IOM Cameroon.

THEORY OF CHANGE

To achieve the vision of this strategy, three (03) major hypotheses are retained:



- If the knowledge and capacities of staff, partners, programme participants, and communities are strengthened regarding the prevention from sexual exploitation, sexual abuse and sexual harassment sexual exploitation and abuse, as well as the mechanisms for dealing with them, this will lead to greater awareness of the danger that sexual misconducts represent for beneficiaries, communities, partners and staff.
- If considerable awareness of the risk of sexual exploitation and abuse and harassment leads to an improvement in attitudes towards sexual misconduct, this will lead to a significant reduction of sexual misconducts.
- If internal and inter-organizational response and assistance mechanisms to incidents of sexual exploitation and abuse are strengthened, this will lead to more effective care for victims of sexual misconduct.

FINANCING THE STRATEGY



Two complementary approaches will be used to mobilize resources to fund this strategy. On the one hand, this will involve developing specific project notes for PSEAH and, on the other, ensuring that all projects developed by the organization include a line capable of supporting PSEAH activities within the framework of these projects. This second, more systematic approach, in addition to the mobilization of resources, helps to anchor an organizational culture that is more aware of PSEAH.

COMMUNICATION AND AWARENESS RISING



As an essential tool for changing behavior, communication is an aspect that should receive sustained attention under this strategy. For example, communication tools on PSEAH will be contextualized to take into account local realities. In addition, social, traditional and community media will be used to disseminate information about PSEAH toward programme participants. In addition, advocacy will be aimed particularly at community leaders (religious, traditional, and communal actors) to ensure their unfailing support in the fight against SEA.

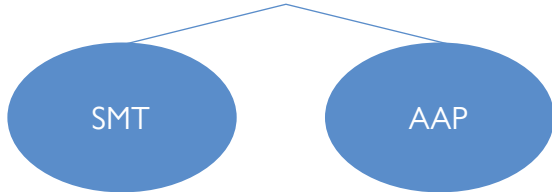
ROLE OF PSEAH CHAMPIONS



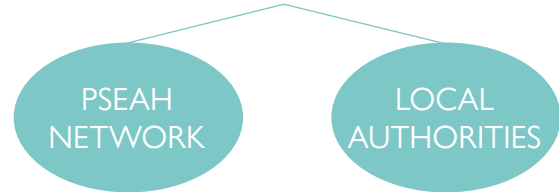
The strategy intends to put in place national PSEAH champions in all IOM sub-offices in Cameroon. Indeed, the IOM Country Mission is dynamic and currently has five sub-offices (Bertoua, Buea, Douala, Kousseri and Maroua) in addition to the main Office located in Yaoundé. PSEAH Champions with their back-up are staff who have the delegated responsibility to act as a role model in their office rolling-up the strategy action plan, provide high quality and accessible advice, support and guidance to field partners, contractors, related personnel and staff in their offices; ensuring that adequate PSEAH measures are mainstreamed into office operations, processes and programmes in their various offices under the leadership of the dedicated in-country PSEAH Officer.

INTERNAL AND EXTERNAL COORDINATION

INTERNAL COORDINATION



EXTERNAL COORDINATION



Project Managers are responsible for reporting on progress in implementing the strategy at the Senior Management Team (SMT) meetings, based on the PSEAH activities carried out in their projects, in accordance with the monitoring indicators contained in the attached action plan, as well as those taken from the table of indicators relating to the integration of PSEAH into projects/ programs.

Since there is a link between the PSEAH and the Accountability to Affected Populations (AAP), training in these two areas needs to be conducted jointly. Secondly, the feedback mechanisms put in place by the AAP team need to be adapted to PSEAH principles (secure and accessible; confidential and gender-sensitive).

In Cameroon, IOM is an active member of the national PSEAH network, where the organization plays a crucial technical role both in terms of joint assessment of SEA risks; participation in efforts to coordinate capacity-building initiatives, and in terms of strengthening inter-agency community complaints mechanisms (CBCM), as well as joint awareness-raising initiatives.

Staff members shall not report any matters to local authorities except in the case of imminent and compelling emergency/ danger, after which the matter shall immediately be reported to LEG. Otherwise, any such matters shall be referred to LEG for decision on a referral to local authorities. Bringing a matter to the attention of local authorities may also require the approval of the Director General as it may involve a waiver of privileges and immunities..

PSEAH Unit - HQ

(Quarterly) showcasing your achievements on PSEAH

This consists to submit to the PSEAH Unit a quarterly updates highlighting the remarkable achievements being done at mission level, which is already having a positive global impact inside and outside the organization according to this reporting period : April (January-March); July (reporting April – June) ; September (reporting period July – August); January (reporting period September – December)

PREVENTION, RESPONSE AND RISK MITIGATION

ASSESSING SEA RISKS AT ALL LEVELS

- By taking a systematic approach to identifying programme or project-level Protection from Sexual Exploitation and Abuse (PSEA) risks, SEA gaps can be identified, mitigation measures put in place, and appropriate budgeting to cover PSEA staff and operational costs included. A SEA risk can mean both the risk of SEA happening, and the risk that the office/programme/project cannot respond effectively to the incident when it occurs.
- An SEA risk assessment is a critical review of an operation/programme/project, as well as external factors (e.g.: availability of GBV services), to identify situations and processes, directly or indirectly involving beneficiaries, that may lead to SEA risk occurring.
- Whether the organization is capable of appropriately responding to it if it does (including the capacity to safely receive the allegation, investigate it, refer the victim to services, etc.).
- Once this determination is made, programme managers can use this information to decide: a) what mitigating measures should be in place to eliminate or reduce the risk of SEA from happening (refer to the Toolkit/Checklist for examples); and any other measures that should be taken to enhance the office/programme/project's capacity to appropriately respond to the incident (e.g.: enhance the existing complaints and feedback mechanism to make it more accessible and safer; provide additional training to staff on how to handle disclosures and report allegations, advocate for increased availability of victim assistance services, etc.).
- Risk mitigation plans should be assigned ownership, a timeline for its implementation, and can also be escalated within IOM when circumstances pertaining to the measure itself may exceed the authority or expertise of the Programme Manager.



SAFE AND ACCESSIBLE REPORTING MECHANISMS



In 2019, IOM established an institutional tool to ease reporting misconduct, the “We Are All In” (WAAI) platform which can be accessed internally by either through the IOM intranet (look for the yellow box on the top left saying “report misconduct” or publicly via <https://weareallin.iom.int>). The WAAI Platform is a one-stop-shop to report any type of misconduct formally, including Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH), confidentially and if wanted, anonymously, in very few clicks. Within the IOM intranet (accessible only to IOM staff), the WAAI Platform also serves as an organizational central information repository on the different types of misconduct and includes capacity building material and awareness raising tools developed for each misconduct. IOM’s PSEAH training for staff and implementing partners can also be found here along with other PSEA communication materials. While the WAAI Platform and the information on it is available in several languages, reports can only be submitted in English, French, Spanish and Arabic. Any report submitted through the WAAI platform will be sent encrypted to the IOM Office of The Office of Internal Oversight (OIO) which is the entity in IOM responsible for reviewing and investigating misconduct reports. Reports related to retaliation will automatically be sent to the IOM Ethics and Conduct Office (ECO) which oversees all reports on retaliation. IOM staff can also contact ECO via eco@iom.int.

IOM Missions should promote the use of the WAAI platform systematically as IOM’s misconduct reporting tool for all issues of potential/suspected misconduct, including SEAH. Any IOM staff or non-staff (intern, consultant), as well as any beneficiary, community member, implementing partner or UN agency staff can report misconduct through the We Are All In platform.

The country office (CO) has an obligation to communicate with migrants/affected populations on PSEA (expected behaviour of IOM staff/related personnel and how to report). The country mission is also conscious that some migrants/affected populations will not feel comfortable to report misconducts through the WAAI platform. Therefore, programmes/projets are to put in place other complaint and feedback mechanisms (CFM) to receive allegations of SEA from affected populations/migrants after thorough community consultations with them.

All IOM Staff should report SEA allegations or other forms of misconduct through the **We Are All in (WAAI) Platform**. While beneficiaries can also use the WAAI for reporting SEA, but it is recommended to set up other safe and accessible channels to receive complaints and feedback which consider preferences, literacy levels, linguistic and cultural considerations on reporting. IOM will therefore engage with communities/beneficiaries to understand/map how they would prefer to communicate feedback or complaints to IOM. This action involves understanding the local context and community preferences to determine the most appropriate and safe ways for them to submit complaints and feedback. This includes consultations with members of marginalized and vulnerable communities – e.g.: persons with disabilities, women and children, elderly people, LGBTIQ+, and ethnic minorities. IOM programming/community engagement should always

include multiple complaint and feedback channels for affected populations, migrants, beneficiaries, etc. to report sexual exploitation and abuse. They include but are not limited to Call centres, Help Lines, and Hotlines; Help Desks; SMS messaging etc.⁴. There may not be a need to set up new reporting channels. In fact, it is always preferable to use trusted channels that already exist and enhance these if necessary to ensure they are capable of handling sensitive complaints like SEA.










QUALITY SURVIVORS' ASSISTANCE

IOM ensures a victim-centered approach to all aspects of PSEAH work, not just on responding to allegations of Sexual Misconduct. IOM will therefore use the most up-to-date copy of the country-level inter-agency victim assistance referral pathway which is available for reference in the IOM Country Mission. IOM will ensure that access to assistance is provided to SEA survivors, in line with principles of safety, respect, confidentiality, non-discrimination and Do No Harm, either through referral to external assistance services, upon the victim’s consent, following the referral pathway in-country or, where appropriate, through IOM’s existing programmes to meet basic needs, upon the victim’s consent. Survivor assistance should be referrals through existing services or programming. Examples of services to refer victims to may include:



⁴ Email, chat apps, QR codes; Community focal points; Community meetings; Suggestion boxes/Complaint boxes; Women’s centres, women and girl; friendly/safe spaces; Centres for older persons; Organizations or centres working with; people with disabilities; Organizations or centres that assist people with diverse SOGIESC (LGBTIQ+); Organizations or centres that assist migrant populations (e.g. MRCs, centres within camps settings, etc); Child-friendly spaces; Direct reporting to IOM PSEA focal points or programme staff; Online; Through paper (surveys or questionnaire or comment papers); Voice message; Text message; In-person etc.

ACCOUNTABILITY AND INVESTIGATIONS

<p>IOM</p>	<p>has developed a Reporting and Investigation and Misconduct Framework (IN/275). Investigation is a formal fact-finding inquiry to examine allegations of misconduct to determine whether the alleged actions have taken place, and if so, the person or persons responsible for them.</p>	
<p>The Office of Internal Oversight (OIO)</p>	<p>receives all allegations of misconduct, including those relating to fraud, workplace harassment, abuse of authority and sexual exploitation and abuse, irrespective of their source.</p>	
<p>Those making allegations of misconduct</p>	<p>have the option to leave contact details or to remain anonymous. While anonymous complaints of misconduct can be made, they should contain enough detailed information to enable The Office of Internal Oversight (OIO) to obtain independent corroboration of the facts.</p>	
<p>In the absence of sufficiently clear and specific allegations</p>	<p>OIO may not be able to proceed. Focuses on reporting of misconduct, including SEA and SH, The Office of Internal Oversight (OIO) will do preliminary assessments in respect of all allegations with the exception of allegations of retaliation.</p>	
<p>The Office of Internal Oversight (OIO)</p>	<p>shall upon receipt refer any non-misconduct related complaints it receives, in coordination with the Office of Legal Affairs (LEG), to the appropriate office, e.g., to Human Resources Management (HRM).</p>	
<p>LEG</p>	<p>will review all investigation reports and may request The Office of Internal Oversight (OIO) or other offices for clarifications and additional investigative steps, fully respecting the independence of The Office of Internal Oversight (OIO).</p>	
<p>LEG</p>	<p>will review all available evidence to determine whether the standard of proof has been met and whether initiation of a disciplinary process is warranted. LEG will determine whether a charges letter should be drafted and the grounds on which charges should be based. LEG will determine whether the recommendation of a disciplinary measure is warranted and, if so, will, in consultation with HRM and others as and when necessary, determine which measure is appropriate for recommendation.</p>	
<p>LEG</p>	<p>shall submit recommendations on disciplinary measures to the DG for her consideration and decision. LEG shall track all disciplinary measures taken. The process set out in this paragraph shall also apply in cases where a direct referral is made to LEG after the preliminary assessment. In such cases, LEG may also request clarifications and explanations from the subject. LEG may consider other appropriate action on a case, such as adverse filings and referrals to national authorities and international entities.</p>	
<p>Individual entities</p>	<p>are accountable and responsible for the investigation and follow up on SEA allegations concerning their personnel, and the provision of support and assistance to victims. Human Resources Management (HRM) implements disciplinary decisions, while the Ethics and Conduct Office (ECO) will receive all allegations of retaliation and will process these as provided for in the applicable organizational policies.</p>	

What happens after I report?

IN/275 – Reporting and Investigation of Misconduct Framework

The Office of Internal Oversight (OIO)*

- Receives allegations of all misconduct except retaliation
- Conducts preliminary assessment
- Initiates investigation

The Office of Internal Oversight (OIO)

LEG

- Reviews investigation report
- Initiates disciplinary process if needed
- Submits recommendations on disciplinary measures to DG/DDG

Legal Department

DG

- Takes decision about any disciplinary measure
- Notifies the appropriate staff member

Director General

*ECO receives allegations of retaliation

CONCLUSION

This strategy has entered into force upon its approval by the Chief of Mission, for a period of three (03) years. However, its validity may be interrupted by the Chief of Mission following formal notification, setting out the reasons for its withdrawal/interruption. This strategy will be subject to a mid-term review, one and a half years after its entry into force. The contact persons for this strategy are the Chief of Mission, the PSEAH Officer and the Senior Coordinator, Prevention of Sexual Exploitation and Abuse and Sexual Harassment. In line with IOM's commitments to protect affected populations from sexual exploitation and abuse (SEA), a range of measures will be undertaken throughout this three year strategy period (2024-2026) to prevent, mitigate the risks of, and respond to SEA. Measures may include but are not limited to identifying and developing SEA risk mitigation actions to be integrated into all sectors of response; strengthening the capacity of frontline workers, implementing partners, national authorities and others to address SEA; strengthening or establishing where needed, complaint and feedback mechanisms that are safe and accessible for affected populations to report SEA concerns; supporting and actively participating in inter-agency and collective PSEAH response at country and/or regional level; and taking steps to ensure that SEA survivors, in addition to GBV survivors, have access to quality and timely assistance and support services.

ANNEX 1: CODE OF CONDUCT



I, _____, working for _____ in _____, am signing this Code of Conduct to confirm that I understand and commit to uphold the highest standards of professional and personal conduct. I understand that the Code of Conduct applies to me throughout the period that I am employed by or engaged with IOM as assimilated personnel (Consultants, interns, United Nations Volunteers, daily and hourly workers, etc.), including when I am off duty, or away from my duty station or on leave. I understand that this Code of Conduct complements, but does not replace, any other policies, rules and regulations of the Organization that I am working for.

Maintaining High Standards of Personal and Professional Conduct

I understand that I always have a responsibility to ensure that all people of all genders, ages, cultures, religions, and backgrounds are treated with dignity and respect. I understand that I have a responsibility to maintain the highest standards of personal and professional conduct. In this regard, I will not take part in any of the following:

- Engaging in any form of discrimination, harassment, abuse, intimidation or exploitation, or in any activity that undermines people's ability to exercise their human rights;
- Engaging in or facilitating any form of theft, fraud, corruption or abuse of power/authority;
- Asking for or inviting any personal payment, service or favour from others, without exception, in return for assistance, support, goods or services of any kind;
- Being in possession of, or profiting from the sale of, illegal goods or substances;
- Taking bribes;
- Accepting significant gifts (except small tokens of appreciation) from governments, affected persons, donors, suppliers or others, which have been offered as a result of my employment or representation role with the organization, without declaring them;
- Entering into any sort of business relationship on behalf of the organization with members of my own family without prior authorization;
- Viewing, downloading, creating or distributing pornography on the organization's computer/system;
- Engaging in or facilitating any unlawful activities such as child trafficking, human trafficking, drug trafficking, trafficking of weapons or any other illegal goods or substances; active participation in partisan politics or active affiliation with political groupings and/or armed groups which might compromise neutrality in the provision of assistance.

Protection from Sexual Exploitation and Abuse

I understand that sexual exploitation and abuse^[2] is unacceptable behaviour that undermines fundamental values and principles, and jeopardizes the credibility and reputation of the organizations involved. I am also aware that sexual exploitation and abuse causes irreparable

harm, affecting the faith and trust amongst affected population. I am therefore fully committed to respect and abide by the following core principles:

- Sexual exploitation and abuse is a serious misconduct and grounds for disciplinary measures, including summary dismissal;
- Sexual activity with children (persons under the age of 18) is prohibited, regardless of the age of majority or local age of consent. Mistaken belief in the age of the child is not a defense;
- Exchange of money, employment, goods or services for sex or any other humiliating, degrading, or exploitive behaviour is prohibited;
- Sexual relationships between staff and beneficiaries are forbidden since they are based on unequal power dynamics;
- Workers aiding beneficiaries are obliged to create and maintain an environment that prevents sexual exploitation and abuse. Managers at all levels have an additional responsibility to do so;
- Where a staff member or associate has concerns or suspicions regarding sexual exploitation or abuse by a worker, it must be reported.

Reporting Incidents that may breach the Code of Conduct

I understand that I have a responsibility to report on incidents that may be a breach of this Code of Conduct. In this regard, I commit to:

- Report any incident, suspicion or concern that relates to, or may relate to, a breach of this Code of Conduct even if by another worker in an organization other than mine.
- Raise any matters that I believe are in breach of, or may be in breach of the Code of Conduct through the appropriate channels, in line with the internal policies and procedures of the Organization.

How to Report: Report incidents to <https://weareallin.iom.int/> or report to the direct supervisor or to the dedicated PSEAH focal point

Directions for Completing the Code of Conduct

Representatives from human resources department should ensure that staff read, understand and sign the Code of Conduct in their presence. The provisions should be explained in a language that the employee or related personnels understands. The human resources department representative should sign the form after the employee signs, as a witness. A copy of the signed Code of Conduct should be placed in the personnel or related personnels file. In the event of a breach of the Code of Conduct by the staff member or related personnels, the human resources department and management of the Organization concerned will take action as per the relevant policies and procedures. Any cases of sexual exploitation and abuse must be reported in a timely manner through the appropriate channels.

STAFF MEMBER

I agree to uphold the principles contained within the Code of Conduct and acknowledge that violation of the provisions can lead to disciplinary action, up to and including dismissal.

Name:

Title:

Organization:

Date:

Signature:

ORGANIZATION REPRESENTATIVE (Human Resources, PSEAH Focal Point, Management)

I have witnessed the signature of the above referenced employee and confirm that the Code of Conduct has been explained to the staff in a language that they understand. I also confirm that the staff member has been provided with a signed copy.

Name:

Title:

Organization:

Date:

Signature:

Human Resources: Please place a copy of the signed Code of Conduct in the personnel file of the staff member.

[1] This Code of Conduct is intended for all staff and representatives of partner organizations as well as their associated contractors, sub-contractors, day-labourers and volunteers.

[2] **Sexual Exploitation** is any actual or attempted abuse of a person in a 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. **Sexual Abuse** is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions

ANNEX 2: WORK PLAN



PSEAH ACTION PLAN – CAMEROON PERIOD: 01/2024 - 12/2026		Lead Person(s)	Action plan monitoring indicators	
A. STRENGTHENING INTERNAL STRUCTURES TO PREVENT AND RESPOND TO SEAH	A1: IOM PSEAH COUNTRY LEADERSHIP			
	Senior PSEAH Leadership			
	A1.1.	Conduct a situational analysis of Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) across the country to define the level of risk to which the organization is exposed to sexual misconducts.	CoM/HoO/PSEAH Focal Point/Project/Program Managers.	One (01) mission-wide PSEAH situational analysis is conducted every 03 years to define the level of risk to which the organisation is exposed in terms of sexual misconducts, coming up with a PSEAH risk reduction plan.
	A1.1.	Develop a three-years (2024-2026) Country Prevention of Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) strategy.	CoM/HoO/PSEAH Focal Point/Project/Program Managers.	The national PSEAH strategy is reviewed every three (03) years. The current one will be reviewed in 2026.
	A1.2.	Develop an Action Plan for PSEAH prevention and response activities in order to move PSEAH forward within the country.	CoM/HoO/PSEAH Focal Point/Project/Program Managers.	One (01) action plan attached to the PSEAH strategy is drawn up, monitored regularly for three (03) years and updated when the strategy is reviewed.
	A1.3.	Launch and solemnly present the three-year Country Prevention of Sexual Exploitation and Abuse and Sexual Harassment (PSEAH) strategy and the annual action plan for IOM Cameroon at a ceremony.	CoM/HoO	One (01) meeting/workshop to launch the strategy is organised with stakeholders.
	A1.4.	Participate in UNCT/HCT meetings, support the development of a country specific interagency PSEA Strategy and Action Plan, ensure that PSEA is embedded in relevant interagency workplans/response plans, sectoral strategies that IOM leads, and support collective PSEAH actions points to move forward, etc.	PSEAH Focal Point	100% of UNCT/HCT meetings are attended by IOM.
	A1.5.	Actively participate in interagency PSEAH Task Force/Network meetings and activities organized by the in-country interagency PSEAH coordination structure.	PSEAH Focal Point	100% of meetings of the national PSEAH network are attended and actively participated in by the IOM.
	A1.6.	Ensure PSEAH is integrated into the CO/RO Risk Register and that actions taken to mitigate the risks are identified, documented, implemented, and monitored.	Senior management	At least three (03) PSEAH indicators (table of indicators) are integrated into each IOM project/program.

A1.7.	Ensure that PSEAH is embedded in the CO/RO Strategy.	Senior management	At least one (01) financial line is included in the budget for each project/program.
A1.8.	Use every opportunity to remind staff of PSEAH messaging and ensure PSEAH is a discussion topic within the IOM Regional and Country Office. Additionally, ensure that PSEAH is embedded in IOM projects/ programmes, budgets, throughout implementation, and as part of monitoring, evaluation and reporting.	CoM/HoO, Senior Managers	One (01) PSEAH message is systematically included in each meeting/workshop agenda organised by IOM.
A1.9.	Designate at least one PSEAH focal point in each field office to expand IOM's internal prevention network on the Prevention of Sexual Exploitation and Abuse and Harassment.	CoM/Heads of Offices and and Sub-Offices.	A list (01) of PSEAH Champions is prepared by the Heads of Offices and validated by the CoM updated every three (03) years.
PSEA Officer/ PSEA Focal Point Leadership			
A1.10.	Actively participate in interagency IASC PSEA Task Force/Network meetings	PSEAH Officer / Focal Point	100% of national PSEAH Network Meetings are attended by the IOM.
A1.11.	Support the delivery of PSEA Task Force/ Network Interagency Action Plan / the delivery of HC/RC's PSEAH priorities/ activities in-country	PSEAH Officer / Focal Point	CoM/Heads of Offices/ Project/Program Managers and all teams are responsible for implementing this action plan.
A1.12.	Provide an orientation for all new staff and related personnel and include a briefing on the IOM Standards of Conduct and IOM's zero tolerance policy toward sexual exploitation and abuse and sexual harassment.	HR team/PSEAH Officer	One (01) orientation session for new staff and related personnel is organised at the beginning of each month.
A1.13.	Organize monthly meetings with the PSEAH focal points of the various sub-offices to review progress on the national action plan.	PSEAH Officer / Focal Point	One (01) coordination meeting with the PSEAH Champions is organised each month online.
A2: HUMAN RESOURCES (LINKED TO PSEAH)			
Recruitment			
A2.1.	When hiring new staff, include at least one PSEAH question as one of the interview questions.	HR team/PSEAH Officer	One (01) question relating to PSEAH is introduced in each interview.
A2.2.	Actively recruit female staff and related personnel within IOM as «frontline workers» for positions with close contact with beneficiary populations, etc.	Hiring Managers, RD/CoM/HoO	A percentage (%) of women to be recruited is set by the Head of Mission and respected by the HR teams during the recruitment process.

A2.3.	Clear all newly recruited IOM staff and related personnel (ie consultants, interns, etc.) through UN Clear Check (UN database with names of perpetrators) prior to recruitment for IOM staff, consultants, interns, daily workers.	HR team	100% of new IOM staff and related personnel are screened by the UN Clear Check system.
A2.4	As part of the reference check for the recruitment of staff or related personnel (i.e. consultants, interns, etc.), ensure the question on misconduct/disciplinary measures is always included.	HR team	At least one (01) question relating to misconduct and disciplinary measures must always be included in the reference check for the recruitment of staff or related personnels.
Onboarding of New Personnel (or reinforcement of messaging for existing staff)			
A2.5	Provide an orientation for all new staff and related personnel and include a briefing on the IOM Standards of Conduct and IOM's zero tolerance policy toward sexual exploitation and abuse and sexual harassment.	IOM PSEAH Officer / Focal Point, HR team	100% of all new staff and related persons are briefed on IOM's standards of conduct and zero tolerance policy on sexual exploitation and abuse and sexual harassment.
A2.6	Ensure that staff and related personnel understand the contents of IN/15 (IOM Standards of Content), IN/90 rev 1 (Respectful Working Environment), and the IOM PSEAH Policy, including how to report misconduct.	HR team	100% of staff and related personnel understand the content of documents IN/15 (IOM Standards of contents), IN/90 rev 1 (Respectful Work Environment) and the PSEAH policy, including how to report misconduct.
	Store all signed IOM Standards of Conduct for each staff member in the respective personnel files.	HR team	100% of staff and related personnel have signed the code of conduct, which is kept in their personal files.
A2.7	Ensure that all staff and related personnel, including implementing partner staff wear ID badges and other visibility wear (vests, t-shirts, hats, etc.) in order to identify the person and organization delivering aid.	HR team / Resource Management	100% of staff and related personnel, including implementing partners, wear their identification badges and other visibility clothing in the workplace.
A3: BUILDING PSEAH CAPACITY OF IOM STAFF AND RELATED PERSONNEL			
A3.1.	Develop a PSEAH Training Plan to ensure that all IOM staff have taken the IOM PSEAH training; and if not, put in a place a plan to have those that have not taken it to complete the face-to-face, webinar or online micro-modules.	PSEAH Officer / Focal Point, HR Team	An (01) annual training plan is drawn up in collaboration with the project/program managers.

A3.2	Rollout the IOM mandatory training to all staff and related personnel, including staff in remote locations, to ensure all have the knowledge on preventing and reporting allegations of sexual misconduct.	PSEAH Officer / Focal Point	100% of staff and related personnel, including implementing partners, have completed their online micro-module trainings.
A3.3	Continually track IOM PSEA mandatory training compliance amongst IOM staff and related personnel (ensure certificates are issued).	HR Team	100% of staff and related personnel, including implementation partners, have completed their online micro-module training.
A3.4	Develop and/or display PSEAH communication materials: Ensure the physical and virtual distribution and visibility of PSEAH Information in all buildings and transportation means that bring together IOM, its partners and/or beneficiaries, Education and Communication (IEC) materials to IOM staff and related personnel, including implementing partners; translate into local languages; provide visual/verbal messaging for non-literate staff.	RD/CoM/HoO	At least two (02) awareness posters are identified in each office or sub-office, including all entry points in the field.
A4: REPORTING INCIDENTS OF SEXUAL MISCONDUCT WITHIN IOM			
A4.1.	Ensure guidance on how to report SEA and SH through the appropriate platforms is reinforced and disseminated across IOM operations (do not forget: drivers, cleaners, enumerators, staff in sub-offices, third-party contracted staff/consultants, daily and hourly workers, interns, consultants, etc.)	RD/CoM/HoO and PSEAH Officer / Focal Point, HR Officers	100% of assimilated staff have undergone an orientation session on reporting EAS and SH via appropriate platforms be reinforced and disseminated throughout IOM operations.
A4.2.	Channel reports received from beneficiaries and community members to the «We Are All In» platform or OIOIntake@iom.int	All staff	100% of the reports received from beneficiaries and community members are forwarded to the 'We Are All In' platform or to OIOIntake@iom.int
A5: EMBEDDING PSEA WITHIN THE PROGRAMME/PROJECT CYCLE: PROPOSAL DEVELOPMENT/BUDGETING, PROGRAMME/PROJECT IMPLEMENTATION & M&E			
Proposal Development & Budgeting			
A5.1.	Identify specific SEA risks that may compromise the safety and security of beneficiaries/communities within the programme/project and that must be addressed.	Programme/ Project Manager, Project Development Officer	One (01) mission risk register will be set up and updated each year.

A5.2.	A5.2.1: Ensure PSEA activities and SEA risk mitigation actions identified are mainstreamed in proposals; including in the project's M&E plan/framework/indicators.	Programme Manager	One (01) systematic risk assessment form is applied by project managers and their teams prior to each activity involving migrants and the means of mitigating the risks identified are implemented.
A5.2.	A5.2.2: Ensure that there are dedicated budget line(s) for PSEA staffing and PSEA activities in all new project budgets. <i>Budgeting for dedicated PSEA staff are key to implementing PSEAH activities. Additionally, budgeting for PSEAH operational activities (e.g. capacity building for IPs, communicating with beneficiaries on PSEAH, establishing complaint and feedback mechanisms within programming, etc.) are key to implementing PSEA actions.</i>	Programme/ Project Manager, Project Development Officer, Resource Management Officer, Chief of Mission	At least one (01) budget line is devoted to PSEAH activities in all new project/program budgets.
Programme/Project Implementation			
A5.3.	Implement the PSEAH activities and SEA risk mitigation actions, as outlined in the programme/project proposal.	Programme/ Project Manager	One (01) PSEAH risk reduction plan is available for each project/program.
A5.4.	Continuously reinforce PSEAH messaging amongst migrants, beneficiaries and affected communities throughout the implementation of the project.	Programme/ Project Manager	One (01) or more awareness-raising posters on PSEAH are displayed at the intervention sites.
Monitoring & Evaluation			
A5.5.	Monitor the implementation, and appropriateness, of project-level PSEAH activities and SEA risk mitigation actions; use results to continuously improve activities and actions in order to promote safer projects.	Programme/Project Manager	One (01) supervision mission must be carried out every three (03) months by the M&E team to monitor and ensure the integration of the PSEAH into each project.
A5.6	Continuously engage with beneficiaries and affected communities to collect feedback on the wider PSEAH efforts and on SEA risks, use results to improve activities and promote safer programming.	Programme/Project Manager	One (01) community meeting with program participants is organised each month within the project by the M&E team in order to receive feedback from beneficiaries and affected communities.
A5.7.	In line with indicators in the CO/RO PSEAH Action Plan, track, monitor and report on the CO/RO PSEAH efforts; undertake periodic reviews on PSEAH to take stock on progress, achievements, and gaps.	RD/ CoO/HoO	One (01) field mission is carried out after every six (06) in each site to assess progress, achievements and shortcomings in relation to the PSEAH.
A5.8.	Promote and document good PSEAH practices, lessons learned, and share with other IOM Country and Regional Offices, HQs, etc.	Programme/ Project Manager, PSEAH Officer / Focal Point	A (01) sharepoint folder has been set up to document good practice in PSEAH.

B1: WORKING WITH IMPLEMENTING PARTNERS, GOVERNMENT PARTNERS AND OTHER SERVICE PROVIDERS

B1.1.	Use the PSEAH Implementing Partner Capacity Assessment Tool (to identify PSEAH strengths and weaknesses); then support partners to strengthen their processes and tools to address identified PSEAH gaps.	Programme/ Project Manager and team, Procurement team	One (01) capacity assessment mission for implementing partners, government partners and service providers is organised in each intervention zone, together with a report.
B1.2.	Reinforce the SEA prevention and response clauses found within all IOM Service and Implementing Partner (IP) contract and agreement templates (during the contract signing and throughout the partnership) to ensure partners are aware of their obligations to prevent and report SEA.	Programme/ Project Manager, Resource Management, Procurement	One (01) PSEAH clause is inserted in the service contract of each implementing partner.
B1.3.	Build the capacity of IOM implementing partner staff and service providers through the delivery of PSEAH training and/or dissemination of awareness materials, with a focus on frontline workers	Programme/ Project Manager, PSEAH Officer / Focal Point	100% of implementing partners and service providers have had their capacities strengthened.
	Record and track PSEAH training delivered to implementing partner (IP)/service provider staff, as well as data on any other efforts taken by the office to enhance partner PSEAH capacity.	Programme/ Project Manager, PSEAH Officer / Focal Point	100% of implementing partners and service providers have their capacities strengthened and archived.
B1.4.	Support implementing partners to mainstream PSEAH within their programming/IOM activities; monitor actions taken by partners to address and mitigate SEA risks.	Programme/ Project Manager	At least three (03) PSEAH indicators are integrated into the programming activities of the implementing partners.

B2: COMMUNICATING AND INCREASING AWARENESS ON PSEAH WITHIN COMMUNITIES AND AMONGST BENEFICIARIES

B2.1	Engage with affected communities/ beneficiary populations to understand/ map communication preferences; assessment(s) can be done in coordination with relevant actors in-country (Accountability to Affected Population (AAP)/Communicating with Communities (CWC) staff, as applicable) to strengthen how to best communicate on PSEA within operating contexts.	Programme/ Project Managers and team, including M&E team, PSEAH Officer/ Focal Point	One (01) consultation is carried out in each community so that they people can choose the community channels that correspond to their culture and social environment.
B2.2	Based on community preferences on PSEAH communication, develop, and integrate context- and language- appropriate PSEA awareness strategies and materials within programmes/projects; multiple dissemination channels should be used.	Programme/ Project Managers and team, including M&E team, PSEAH Officer/ Focal Point	One (01) PSEAH communication and awareness-raising material kit is prepared for each project.

B2.3	Monitor effectiveness of PSEAH communication strategies and awareness-raising materials; continuously improve materials and communication channels as required.	Programme/ Project Manager / M&E	One (01) monitoring mission is deployed in the field once a year to assess the effectiveness and appropriation of the communication and awareness-raising materials.
B3: ESTABLISHING AND STRENGTHENING COMPLAINTS AND FEEDBACK CHANNELS (WITHIN COMMUNITIES/PROJECTS/PROGRAM)			
B3.1	Engage with beneficiaries / affected populations to understand/map how they would wish to communicate feedback or complaints to IOM; assessment(s) can be done in coordination with relevant actors in-country (AAP/Communicating with Communities (CWC) staff, as applicable)	Programme/ Project Managers	One (01) consultation/needs assessment on the ground to enable communities to choose their own channels for reporting cases of SEA.
B3.2	Establish and/or strengthen existing complaints and feedback channels for beneficiaries/affected populations to ensure it is fit to handle SEA reporting (multiple reporting channels are strongly recommended)	Programme/ Project Managers	One (01) or more channels for feedback and complaints are set up in each intervention community.
B3.3	Develop process of receiving SEA complaints from beneficiaries/affected populations to include within the CFM SOPs (where they exist); ensure that all SEA reports are channeled to (OIO), either via email or through IOM's «We Are All In» platform.	Programme/ Project Managers	100% of projects/programs/ intervention sites set up functional child-friendly and culturally sensitive mechanisms for receiving complaints about SEA.
B3.4	Monitor safety, appropriateness and effectiveness of complaints and feedback mechanisms for beneficiaries/affected populations; continuously improve as required.	Programme/ Project Manager	One (01) consultation with migrants and affected communities is carried out in each project to define the type of feedback mechanism to be adopted within the community.
B4: ENSURING ACCESS TO QUALITY VICTIM ASSISTANCE (CASES OF SEA)			
B4.1	Ensure the most up-to-date copy of the country-level inter-agency victim assistance referral pathway is available for reference in the IOM Country Mission.	PSEAH Officer/ Focal Point and/ or GBV/Protection specialist (as applicable)	One (01) copy of the SOPs of the sexual misconduct reporting mechanism is shared.

	B4.2 Ensure that IOM staff and related personnel, particularly those in contact with beneficiary populations and affected communities, know how to use the pathways and respond to an SEA disclosure.	PSEAH Officer/ Focal Point and/ or GBV/Protection specialist (as applicable)	100% of staff and related personnel are fully aware of the mechanisms for reporting sexual misconduct.
	B4.3 Ensure that access to assistance is provided to SEA survivors, in line with principles of safety, respect, confidentiality, non-discrimination and Do No Harm, either through referral to external services, upon the victim's consent, following the referral pathway in-country or, where appropriate, through IOM's existing programmes to meet basic needs, upon the victim's consent	PSEAH Officer/ Focal Point and/ or GBV/Protection specialist (as applicable)	100% of survivors benefit from holistic care.



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