



# Code of Conduct

March 2020

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## CODE OF CONDUCT AT A GLANCE

### **Sense of calling**

Inspired by our Christian faith...

### **Purpose**

We provide relief, hope and recovery to people impacted by conflicts and disasters as we work towards...

### **Vision**

A world where people have hope and live dignified lives in peaceful communities

### **Values**

We value **people**  
We are **faithful**  
We are good **stewards**  
We serve with **Integrity**

### **We treat everybody equally**

In our behaviour and programmatic decisions, we will not discriminate based on race, gender, sexual orientation, disability, political convictions, religion or for any other reason.

### **We protect vulnerable groups**

We will not engage in harassment, exploitation, intimidation, trafficking in person, or sexual abuse or threat of abuse. ZOA gives specific attention to preventing, opposing, and combatting any form of child abuse and sexual exploitation, abuse, and harassment.

### **We avoid conflicts of interest**

We observe the highest standards of honesty and integrity and will not abuse their position for any financial or other personal gain. ZOA is committed to ensuring its organisation and staff is clear of all forms of fraud, bribery, corruption, and theft, whether committed directly or indirectly.

### **We use the Internet wisely**

We will not visit pornographic, racist, discriminating, abusive internet sites, or which content is against the law.

### **We will not work under the influence of alcohol and drugs**

During working hours, we will not use, distribute, sell, be in possession of, or under the influence of alcohol or non-prescription drugs.

### **We adhere to our duty to report**

We will report all breaches of the ZOA Code of Conduct immediately and with the utmost discretion.

# 1 INTRODUCTION

## 1.1 VALUE BASED INTEGRITY FRAMEWORK

ZOA is an international organisation providing relief and recovery support to people impacted by conflicts and disasters. Inspired by our Christian faith, we reach out to people in need, irrespective of their race, ethnicity, religion or gender, as we work towards a world where people have hope and live dignified lives in peaceful communities.

We want our core values to drive our organisational culture and feed consistency in the way programmes and activities are implemented. Our value commitments are:

- we value people;
- we are faithful;
- we are good stewards;
- we serve with integrity.

We seek to apply these value commitments in the interaction with our key stakeholders, including beneficiaries, partners, donors and colleagues. Although as an international organisation we acknowledge that cultures and values differ considerably between countries, we expect our value commitments to be applied in all countries where ZOA is active.

In line with our value commitments, ZOA is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief<sup>1</sup> and is committed to the four humanitarian principles: Humanity, Neutrality, Impartiality and Independence.

ZOA realises that in the interaction with its key stakeholders, daily practice is challenging and comes with all kinds of complications that put pressure on applying these value commitments and principles. Therefore, more specific measures are needed for promoting good behaviour in accordance with the value commitments, and for regulating adequate response in case undesirable behaviour occurs or is suspected. The ZOA Integrity Framework has been developed for that purpose.

## 1.2 PLACE OF THE CODE OF CONDUCT WITHIN THE ZOA INTEGRITY FRAMEWORK

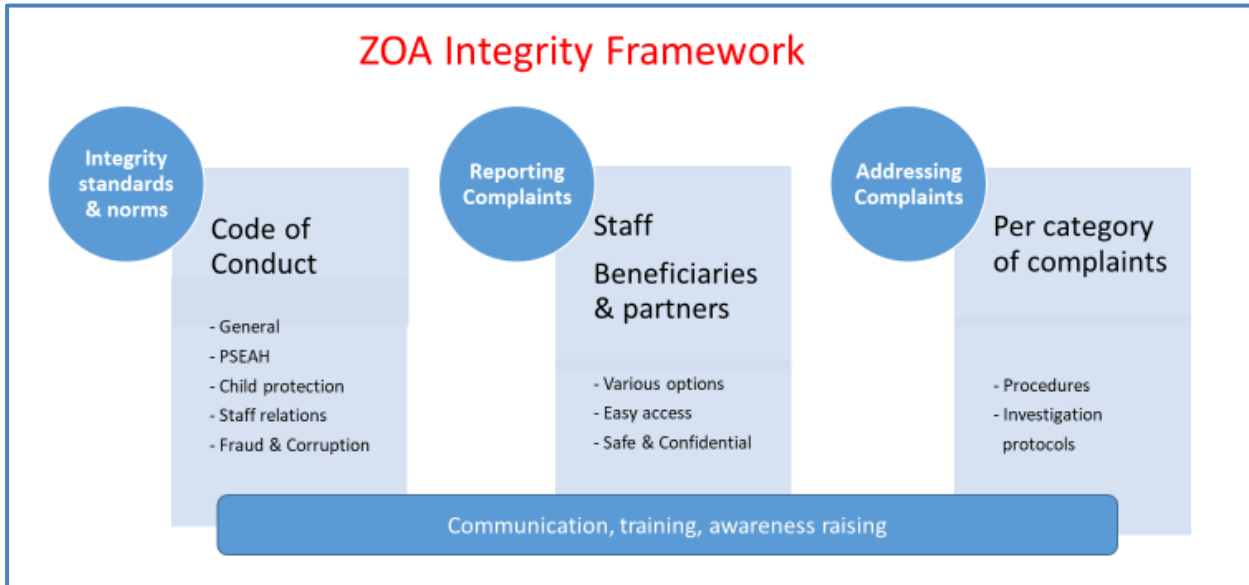
The ZOA Integrity Framework comprises three main pillars, described in separate documents:

- The ZOA Code of Conduct (i.e. this document) outlines the standard of behaviour ZOA seeks to promote within the organisation and in the interaction with its stakeholders.
- Procedures for staff, beneficiaries<sup>2</sup> and other key stakeholders on how to report a grievance or complaint with reference to the ZOA Code of Conduct or in connection with any other aspect of our work.
- Procedures for addressing complaints received.

The structure of the Integrity Framework is illustrated in the figure below.

<sup>1</sup> <https://media.ifrc.org/ifrc/who-we-are/the-movement/code-of-conduct/>

<sup>2</sup> The people served by ZOA through its projects and programmes are referred to in this document as 'beneficiaries'. Although the term 'beneficiaries' does not adequately reflect the rights and position of these people, it is used in this document for practical reasons of readability.



All ZOA staff are trained on the content and application of the Integrity Framework, through mandatory training sessions.

### 1.3 HOW TO READ THIS DOCUMENT

After a description of the scope and duty to report (chapter 2) the core of this document is formed by chapters 3-7 in which the expected standards of behaviour are described for different areas within the 'integrity spectrum':

- general standards, covering a number of common areas of behaviour;
- standards for the prevention of sexual exploitation, abuse and harassment (PSEAH);
- child protection standards;
- regulations for situations of private relationships between members of staff;
- standards for the prevention of fraud and corruption.

The document ends with the signature page used for personal commitment to the code of conduct.

## **2 SCOPE AND DUTY TO REPORT**

### **2.1 SCOPE**

The Code of Conduct applies to all contracted staff, volunteers, consultants, and others acting on behalf of ZOA (collectively referred to as staff or employees). They are personally and collectively responsible for upholding and promoting the highest standards of ethical and professional conduct. This responsibility goes beyond just working hours at the usual place of employment and is equally applicable when on field trips.

All ZOA staff should realise that they are an ambassador for the organisation and the values it stands for. Therefore, it is the responsibility of all staff to adhere to this Code at all times.

Managers have a particular responsibility to support and develop systems that support a safe environment for staff. They uphold the standards of behaviour as stated in this Code including setting positive examples themselves.

For specific stakeholder groups other than ZOA staff, like visitors, suppliers and partner organisations, specific parts of this Code of Conduct may not apply<sup>3</sup>. That will be agreed on and signed for on a case by case basis.

### **2.2 DUTY TO REPORT**

It is the duty of all staff to report any breach (or serious suspicion thereof) of this Code of Conduct immediately. For staff, this should be done in accordance with the Grievance Reporting Procedure, which describes multiple options for reporting grievances. Depending on the nature and context of the situation to be reported, staff may choose the most appropriate route for reporting. Similarly, complaints reporting standards have been developed for beneficiaries, partner organisations and other external stakeholders, containing various options for reporting complaints and concerns.

Conscious failure to report breaches of the Code of Conduct will be treated as a misconduct itself and may result in disciplinary action.

No action will be taken against a staff member reporting (suspicion of) Code of Conduct breaches in good faith. It is the responsibility of management to protect reporting staff against any forms of retaliation.

Management must ensure that all information about (potential) breaches of this Code is handled with the utmost discretion.

<sup>3</sup> Partner organisations might have their own Code of Conduct. ZOA's Code of Conduct is regarded the minimum standard. For suppliers, a separate version of the Code of Conduct is available.

### 3 GENERAL STANDARDS OF BEHAVIOUR

ZOA expects that ZOA's ethos and values are upheld. More specifically, ZOA expects the following conduct:

1. **We treat everybody equally** - Our staff members and others acting on behalf of ZOA will not discriminate based on race, gender, sexual orientation, disability, political convictions, religion, or for any other reason, neither in their personal behaviour nor in programme related decision making.
2. **We protect vulnerable groups** - Our staff members and others acting on behalf of ZOA will not engage in harassment, exploitation, and sexual abuse or threat of abuse. We stay away from and strongly reject:
  - any form of violence including, but not limited to: bullying, verbal, physical or sexual harassment, rape, exploitation, intimidation, and victimisation;
  - behaviour that shows a lack of respect for the dignity of others, including breaching confidentiality;
  - behaving in a manner which leads to, or could potentially lead to health or security problems for the person involved or for other people;
  - any attempt to commit fraud or accept or solicit a bribe;
  - exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading, compromising or exploitative behaviour.

In addition, ZOA and staff members are committed to fight against any form of trafficking in persons; including but not limited to ZOA staff, partner organisations, and beneficiaries. Trafficking in persons relates to the use of forced labour as well as any acts that directly support or advance trafficking in persons.

3. **We avoid conflict of interest** - Our staff members and others acting on behalf of ZOA should not abuse their position for personal gain. They should conduct themselves at all times in a manner that avoids suspicion of such behaviour. They should avoid situations in which their personal interest may conflict, or appear to be in conflict with, the interests of ZOA or its programme participants. Any potential conflict of interest needs to be reported. ZOA is committed to implement and enforce effective systems to counter bribery and corruption and has a zero-tolerance approach towards all forms of fraud, bribery, corruption, and theft, whether committed directly or indirectly.
4. **We use the Internet wisely** - Our staff members are not permitted to visit any internet sites on ZOA equipment and premises relating to pornography, gambling and sites/chatrooms that promote hatred or discriminating behaviour or which content is against the law. Even in their online behaviour, staff is expected to reflect ZOA's values and ethos, both at work and in their private time.
5. **We will not work under the influence of alcohol and drugs** - Our staff members will not use, distribute, sell, be in possession of, or under the influence of alcohol or non-prescription drugs at work. It is a disciplinary offence to come to or to be at work under the influence of alcohol or drugs not medically prescribed. Being in possession of, or using, distributing or selling illegal substances is not permitted.



## 4 PREVENTING SEXUAL EXPLOITATION, ABUSE AND HARASSMENT

All staff and programme participants should be treated with dignity and respect. In this regard, ZOA gives particular attention to preventing sexual exploitation, abuse and harassment (PSEAH). ZOA has a zero-tolerance policy when it comes to sexual harassment, exploitation and abuse. ZOA expects staff and others acting on behalf of ZOA to adhere to the following standards:

1. Sexual exploitation and abuse by ZOA staff constitute acts of gross misconduct.
2. Sexual activity with children (i.e. persons under the age of 18, regardless of any younger age of maturity or consent that may be applied locally) is prohibited (notwithstanding all other aspects of this code). Mistaken belief of 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. Sexual relationships between ZOA staff and beneficiaries are prohibited, since they are based on inherently unequal relations.
5. Great caution should be given to starting any romantic relationship between ZOA staff and members of the communities where ZOA is working, as such relationships can undermine the credibility and integrity of the humanitarian work. As soon as a relationship develops, the respective manager needs to be notified. That manager's assessment of the situation and advice will be shared with the individuals concerned and documented in the employment file.
6. ZOA staff is obliged to create and maintain an environment that prevents sexual exploitation, abuse, and harassment.

Any proven instances of harassment, exploitation, abuse or threat of abuse will be treated as gross misconduct and, as such, will result in appropriate disciplinary action being taken, up to and including dismissal and legal action. ZOA is committed to collaborate and coordinate with humanitarian partners in reporting and investigating cases of (possible) sexual abuse or misconduct.

## 5 CHILD PROTECTION

In situations of (post-)conflict and natural disaster, children are among the most vulnerable groups and need specific attention and protection. ZOA wants to ensure, to the maximum of its ability, that children are safe within the programmes that are implemented.

Child Protection is protecting children from abuse. 'Child abuse' or 'maltreatment' constitutes all forms of physical and/or emotional ill-treatment, sexual abuse, neglect or negligent treatment, or commercial or other exploitation, resulting in actual or potential harm to the child's health, survival, development, or dignity in the context of a relationship of responsibility, trust, or power (WHO<sup>4</sup>).

ZOA expects from its staff members and other stakeholders acting on behalf of ZOA to adhere to the following standards:

1. Prevent, oppose and combat any abuse of a child, by:
  - not abusing the power and influence that staff has by virtue of its position over the life and well-being of a child;
  - not using language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
  - never requesting any service or favour from a child in return for protection or assistance;
  - never engaging in any exploitative relationships – sexual, emotional, financial or employment-related – with a child;
  - ensuring that another adult is present when working in the proximity of a child, wherever possible;
  - not inviting children with whom staff is working into his/her home unaccompanied;
  - not sleeping close to unsupervised children unless absolutely necessary, in which case staff will obtain supervisor's permission, and ensure that another adult is present;
  - refraining from physical punishment or discipline of children.
2. Make responsible use of the child-related information and resources to which staff has access, by:
  - exercising due care in all matters of official business, and not divulging any confidential information about a child;
  - never using ZOA resources to exploit or harass children or access child exploitation material;
  - when interviewing, photographing or filming a child for work-related purposes, staff will:
    - assess and endeavour to comply with local traditions or restrictions for reproducing personal images;
    - obtain informed consent (written or documented verbal consent) from the parent or guardian of the child before photographing or filming a child;
    - explain to the child and parent or guardian how the photograph or film will be used;
    - ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner;
    - ensure that the child/children are adequately clothed and not in poses that could be seen as sexually suggestive;
    - ensure images are honest representations of the context and the facts;
    - ensure file labels, meta data or text descriptions do not reveal identifying information about a specific child when processing images electronically or publishing images in any form.

<sup>4</sup> <https://www.who.int/news-room/fact-sheets/detail/child-maltreatment>

3. Refrain from any involvement in child-related criminal or unethical activities, activities that contravene human rights, and activities that compromise the image and interests of ZOA, by:
  - neither supporting nor taking part in any form of illegal, exploitative or abusive activities, including, for example, harmful child labour, child pornography and trafficking of children;
  - not engaging children (i.e. persons under the age of 18, regardless of any younger age of maturity or consent that may be applied locally) in any form of sexual activity or acts (notwithstanding all other aspects of this code).

## **6 STAFF RELATIONS**

ZOA expects its staff to contribute to a working atmosphere of integrity by refraining from improper behaviour towards colleagues. Improper behaviour includes but is not limited to violence, discrimination, sexual harassment and verbal abuse.

Moreover, family and love relationships within the work context can cause conflicts of interest and caution should therefore be exercised when such relationships develop or exist. For that reason, ZOA applies the following rules:

1. No direct hierarchical work relationship are allowed if those involved have close family or love relationships.
2. Any close family or love relationship whereby both parties work at ZOA should be reported.
3. To avoid unclarity regarding favouritism, any new appointment of a staff member that has a family or love relationship with somebody already working at ZOA, has to be approved by the CD (for staff on local contracts) or the Board (for staff on HQ contracts).

## 7 PREVENTION OF FRAUD AND CORRUPTION

ZOA has a zero-tolerance approach to fraud and corruption of any type and in any circumstances, whether committed by staff, volunteers, contractors, partners or others. ZOA is determined to prevent and, where this is not possible, to detect and investigate such acts.

In preventing fraud and corruption, ZOA expects from members of staff and any other stakeholders acting on behalf of ZOA not to be involved in:

- misappropriation of funds, supplies, or other assets;
- impropriety in the handling, administration or reporting of money or financial transactions, for personal gain;
- accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to ZOA, for personal gain;
- sharing inside knowledge of ZOA activities with outside parties with the aim of personal gain;
- disclosing confidential and proprietary information to outside parties;
- destruction, removal, or inappropriate use of records, assets, equipment;
- any similar or related irregularity.

Any investigative activity into possible irregularities will be conducted without regard to the suspected person's length of service, position/title, or relationship to ZOA. ZOA will always take robust action against those who commit fraud, which may include legal steps. In addition, ZOA will actively pursue the recovery of assets, using all legal means.

## 8 COMMITMENT

I understand and commit myself to the content of this Code of Conduct and agree to abide by its requirements and commit to upholding the standards of conduct required to support ZOA's aims, values, and mission. I understand my duty to report any breaches to this Code of Conduct.

Signature \_\_\_\_\_

Name \_\_\_\_\_

Date \_\_\_\_\_

## ANNEX 1 - DEFINITIONS

Clear definitions are essential to ensure that the proper reporting of, and responses to instances of abuse or exploitation are handled in a consistent manner. This annex provides ZOA's definitions of the terminology used in this Code. Employees are also bound by the local laws of the countries in which they work.

**Bullying** is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, which could reasonably be regarded as undermining the individual's right to dignity. Examples of bullying are as follows:

- Manipulation of the victim's reputation by rumour, gossip or ridicule.
- Preventing the victim from speaking by making loud voiced criticisms or obscenities.
- Social exclusion or isolation.
- Manipulating the nature of the work or the ability of the victim to perform the work e.g. by overloading, withholding information or setting meaningless tasks.
- Physical abuse or threats of abuse.

**Bribery** is offering, promising, giving, accepting or soliciting of money, a gift or other advantages as an inducement to do something that is illegal or a breach of trust in the course of carrying out an organisations' activity.

An example of a form of bribery is *facilitation payment* (also called a 'facilitating', 'speed' or 'grease' payment; made to secure or expedite the performance of a routine or necessary action to which the payer has legal or other entitlement.)

**Corruption** is a dishonest activity in which a member of the board, a member of staff, a manager, or a contractor acts against ZOA interests and misuses his/her position of trust to obtain any kind of benefit for himself/herself or any other person. This also includes offering and receiving bribes.

**Exploitation** is using one's position of authority, influence or control over resources, to pressure, force or manipulate someone to do something against their will. This includes threatening to withhold project assistance, threatening to make false claims about a person in public, or any other negative repercussions in the workplace or community. Examples of exploitation can include:

- Offering special benefits to programme participants or employees in exchange for expressed, implied or demanded (sexual) favours.
- Threats or insinuations that an individual's refusal or unwillingness to submit to demands will affect the person's entitlement to project assistance and support, or terms and conditions of employment.

**Fraud** is a dishonest or deceitful activity, or misuse of ZOA property or systems for financial benefit or any other kind of benefit for the person committing the fraud or any other person.

**Harassment** is any act or conduct including spoken words, gestures or the production, display or circulation of written words, pictures or other material, if the action or conduct is unwelcomed to the recipient and could reasonably be regarded as offensive, humiliating or intimidating.

Examples of harassment include:

- verbal harassment, jokes, comments, ridicule, or songs;
- physical harassment including jostling, shoving, or any form of assault;
- intimidating harassment including gestures, posturing, or threatening poses;
- visual display such as posters, emblems, or badges;
- isolation or exclusion from social activities;
- pressure to behave in a manner that the employee or programme participant thinks is inappropriate - for example, being required to dress in a manner unsuited to a person's ethnic or religious background.

**Intimidation or Victimization:** Recipients will be protected against intimidation, victimisation or discrimination resulting from their alleging harassment or assistance with an investigation. If any member of staff is found retaliating against a recipient making a complaint or assisting in an investigation, then the appropriate disciplinary action - up to and including dismissal - will be imposed.

**Rape** is an act of non-consensual sexual intercourse. Any non-consensual penetration is considered rape, and may include:

- Statutory rape: sexual intercourse with a person under the age of consent, even if the person agrees to the act.
- Gang rape: rape by more than one assailant.
- Male rape: the victim and perpetrator are both male. This is sometimes known as sodomy.
- Attempted Rape: efforts to rape someone falling short of penetration.

**Sexual harassment**, as a single incident or multiple, is defined as any:

- Act of physical intimacy.
- Request for sexual favours.
- Other act or conduct including spoken words, gestures, or the production, display or circulation of written words, pictures or other material that is unwelcome and could reasonably be regarded as sexually offensive, humiliating or intimidating.

Examples of sexual harassment can include:

- Verbal abuse: requests or demands for sexual favours, suggestive remarks, degrading abuse or insults, jokes or tricks of a sexual nature.
- Physical abuse: gesturing of a sexual nature, unnecessary touching, indecent exposure, and assault.
- Visual abuse: displaying/circulating pornographic materials.

**Theft** is amongst other: theft of funds or possession that belongs to ZOA or any other organisation or person; Unauthorised use of and/or possession of ZOA property – or of the property of a third party while acting or purporting to act on behalf of ZOA; Serious negligence or deliberate misuse of ZOA property; Any attempt to steal or misuse ZOA or other organisations' or people's property. Unauthorised absence without due cause, or persistent absence or bad time keeping.

**Trafficking** in persons: the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs; (From: Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, 15 November 2000).

**Violence** constitutes incidents where persons are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, health or well-being.



## ANNEX 2 - TERMS AND ABBREVIATIONS

- **Accompanying family members** are the partner and/or children with whom the employee forms a joint household and with whom the employee will travel to the duty station with.
- **Beneficiaries:** people ZOA aims to assist through its projects and programmes.
- **Child:** persons under the age of 18 years (same definition as in IASC Code of Conduct).
- **CoCFP:** Code of Conduct focal point - Apart from a Country Integrity Coordinator, each ZOA country should assign the role of Code of Conduct Focal Point to one female and one male staff member. In collaboration with the Integrity Coordinator in the Netherlands the Code of Conduct Focal Points play an advisory role within the country programme concerning the Code of Conduct, Grievance reporting and Complaints reporting.
- **Complaint:** an expression of protest communicated by anybody who feels negatively affected by ZOA or who believes that ZOA has failed to meet a stated commitment.
- **Complainant:** a person communicating a complaint.
- **CIC:** Country Integrity Coordinator - Apart from the Code of Conduct Focal Points, each ZOA country should assign the role of Country Integrity Coordinator to one of its staff members. The Country Integrity Coordinator is responsible for coordinating the process of complaints and grievance handling at country level.
- **HQIC:** Integrity Coordinator based at ZOA HQ.
- **Stakeholders:** anyone ZOA has identified as having an influence on or being influenced by its decisions and actions. Apart from beneficiaries and partners, stakeholders can be local or national NGO's, government agencies, local business, local membership organisations, etc.
- **Partners:** organisations with whom ZOA has a formal arrangement for working jointly to achieve a specific goal, where each partner's roles and responsibilities are set out in a written agreement.
- **PSEAH:** Prevention of Sexual Exploitation, Abuse, and Harassment (see ZOA Code of Conduct).
- **Visitor** to ZOA is any individual who visits the ZOA programmes. This includes but is not limited to consultants, donors, ZOA business ambassadors, researchers, and school youth travelling on a ZOA project. The definition shall not include individuals called to ZOA's offices for short meetings.

## ANNEX 3 - ROLES INVOLVED

Role	Positioned	Role essentials and contact
Country Integrity Coordinator (CIC)	Country	<ul style="list-style-type: none"> <li>Coordinates the process of handling complaints and grievances at country level, in accordance with the procedures of the Integrity Framework.</li> <li>Registers complaints and grievances reported at country level and maintains the status of complaints and grievance handling in the complaints database.</li> </ul> <p>Contact details: <a href="mailto:report.&lt;country&gt;@zoa.ngo">report.&lt;country&gt;@zoa.ngo</a></p>
Country Code of Conduct Focal Point (CoCFP)	Country	<ul style="list-style-type: none"> <li>Advice concerning the Code of Conduct, Grievance reporting, and Complaints reporting</li> <li>Support and assistance in situations of sexual exploitation, abuse, and harassment</li> </ul> <p>Each country has a male and a female Focal Point.</p> <p>Contact details: to be defined per country</p>
ZOA HQ Integrity Coordinator (ZOA HQIC)	HQ	<ul style="list-style-type: none"> <li>Coordinates the process of handling complaints and grievances at HQ level, in accordance with the procedures of the Integrity Framework.</li> <li>Registers complaints and grievances reported at HQ level and maintains the status of complaints and grievances handling in the complaints database.</li> </ul> <p>Contact details: <a href="mailto:report@zoa.ngo">report@zoa.ngo</a></p>
ZOA HQ Code of Conduct Focal Point (HQCFP)	HQ	<ul style="list-style-type: none"> <li>Advice concerning the Code of Conduct, Grievance reporting, and Complaints reporting</li> <li>Support and assistance in situations of sexual exploitation, abuse, and harassment</li> </ul> <p>A male and a female Focal Point are available.</p> <p>Contact details: <a href="mailto:female.focalpoint@zoa.ngo">female.focalpoint@zoa.ngo</a> and <a href="mailto:male.focalpoint@zoa.ngo">male.focalpoint@zoa.ngo</a>.</p>