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Guidance and resources on gender reviews, support to survivors of violence, sexual harassment and safeguarding

March 2018

This compilation of guidance and resources has been prepared by Elanor Jackson and Kanwal Ahluwalia for Gender & Development Network (GADN) members who are trying to ensure that their organisations' responses to the current sexual harassment revelations is transformative and based on a women's rights perspective.

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1. Introduction

As highlighted in a recent blog by Tam O'Neil on the structural reform required to end sexual harassment and violence against women, gender equality requires more than a change in laws and regulations or in the behaviour of a few individuals. She highlights that to end sexual violence and harassment we need to talk about the **structural roots of gender inequality** – the systemic privileging of men and particular expressions of masculinity. She proposes three branches of reform to achieve gender equality and a life free from violence for all: *rights and accountability, leadership and representation, culture and norms*. All three branches should be fertilised through women's solidarity and organising[1].

This document focuses primarily on the **enabling organisational environment** to tackle patriarchal culture and norms which perpetuate violence against women both inside and outside of organisations. It is not enough to have a set of organisational policies if the organisational culture negates the commitments set out in these policies. There needs to be an **open and reflective culture** for organisational policies and procedures to be effective.

This means a culture in which staff are comfortable to raise issues of concern and where they are listened to and taken seriously, whatever their gender, sexual identity, race, ethnicity, religion, age, ability and position within the organisation. It means organisations which prioritise staff welfare and wellbeing, where staff are encouraged to access relevant support. Having policies in place is the starting, not the end, point. These need to be living documents and processes which are regularly reviewed, monitored and improved upon. All staff will need the knowledge, capacity and commitment to implement these policies and procedures and clear accountability mechanisms should be in place to ensure policy oversight and the quality of implementation.

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[1] https://insights.careinternational.org.uk/development-blog/we-need-structural-reform-to-end-sexual-harassment-and-violence-against-women

The following policies and procedures, if effectively implemented, should ensure that any inappropriate behaviour by a staff member or incident of abuse by a staff member towards a child or an adult can be reported through clear reporting channels, ensuring appropriate follow up by the organisation[2]:

- Bullying, discrimination and sexual harassment policy
- Gender equality policy
- Child safeguarding or child and youth safeguarding (depending on organisational focus) policy and procedures which include a staff code of conduct
- Vulnerable adults safeguarding policy and procedures
- Whistleblowing policy
- Complaints mechanism/Beneficiary feedback mechanisms – for people external to the organisation to raise concerns about the organisation's work

One way of assessing organisational culture is through facilitating a *gender review*. This helps to identify broad issues around equality in relation to both organisational policies and procedures, staff experience within the organisation and the programmes and projects the organisation implements.

2. Gender reviews to promote a cultural shift within organisations

2.1) Gender reviews and action plans

A *gender review* (sometimes referred to as a gender audit) is an organisational change process to help organisations identify staff perceptions of how gender equality issues are addressed in their programming portfolio and internal organisational policies, processes and culture. When the patterns of gender relations in an organisation are uncovered, it becomes possible to work within the organisation to change the unequal patterns and to reinforce the equalising ones.

Whilst they can be commissioned externally, *participatory gender self-assessments* are more likely to build staff ownership. They would usually encompass exploration of all areas of the organisation: governance; management; human resources; programmes and policy work; fundraising and; communications. The process helps the organisation to:

- Reflect on the status of women's rights and gender equality within the organisation
- Create a baseline for collective discussion and analysis
- Identify the impact of gender relations on their culture, processes, partner relations, programmes and organisational performance
- Develop an action plan based on priority needs (as well as medium and longer term commitments

The action plan could, for example, (based on what was relevant to each individual organisation):

- Initiate the development of a written policy that affirms a commitment to gender equality in all areas of the organisation's internal and external work and provides a mandate for staff to promote the integration of gender equality.
- Establish a mechanism through which staff can monitor and report on progress.
- Establish an induction and on-going training programme for staff to help them explore and reflect on women's rights and gender equality issues personally and in their work.
- Set targets for the proportion of gender sensitive and gender transformative programmes and organisational investment in these.

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2 Organisations' policies vary widely in content and quality. Links to guidance materials to support the development of a range of policies are included in this document

- Set criteria for identifying potential partners and building relationships with them.
- Institute gender analysis and planning in all phases of the project cycle management process, in collaboration with local NGO partners
- Integrate gender sensitivity into human resource development for staff at all levels to improve organisational effectiveness, promote non-discriminatory relationships and respect for diversity in work and management styles.
- Set gender equality targets in relation to organisational structures and in staff and board composition, such as increasing the number of women in senior decision-making positions and on trustee boards.
- Integrate gender equality issues into all organisational policies and procedures, programme and policy strategies and plans.
- Develop policies and practices that support equal pay for equal work.
- Institute family friendly policies and create an environment that enables both women and men to balance work and family life
- Include gender awareness in job descriptions and performance criteria.

Important elements for organisational change in relation to gender equality work include:

- **Political will** by senior managers who publicly demonstrate and communicate gender equality commitments, commit staff time and financial resources, and institute needed policies and procedures.
- **Technical capacity** amongst staff skills to support a gender analysis, adoption of new systems for sex disaggregated data, and the development of gender sensitive tools and procedures.
- **Accountability** in terms of institutional incentives and requirements that encourage and reinforce behaviours within individuals and within the organisation as a whole.
- **Organisational culture** - evidenced in balanced sex-ratios at all levels, especially in senior structures and the equal valuing of women and men's working styles.

Other processes linked to shaping organisational culture and improving policies and procedures could include regular reflection, staff retreats, after-action reviews, reflexive practice – especially in relation to power. If the gender review has been effective at framing the issues then these processes can follow on to monitor changes in the organisation's practices.

2.2) Further information on gender reviews

For further information, the Gender & Development Network has several tools and resources on the Programmes Working Group page, all of which have been tried and tested by GADN members: http://gadnetwork.org/programmes/

See also the Gender at Work framework, which highlights the interrelationship between gender equality, organisational change and institutions or 'rules of the game' held in place by power dynamics within communities: - http://genderatwork.org/analytical-framework/

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3. Support for survivors of violence against women (both staff and non-staff)[3]

3.1) Organisational responsibilities

Organisations should commit to support staff to understand VAWG causes and consequences and to build staff and partner capacity in this area. Mapping local services, both formal and informal is important to identify referral options as well as mapping the legal parameters in different countries. Having VAWG focal points will ensure that relevant policies and procedures are shared, understood and implemented.

Organisations should consider offering basic training for staff in the area of trauma - what happens when we experience trauma (physiologically and psychologically) and the sometimes resulting post-traumatic stress disorder (PTSD), is something which organisations working in humanitarian contexts in particular should assess, with a view to offering tailored training to staff working in particular contexts. There are both long term and short term effects of trauma which need to be understood which are beyond just the psycho-social impacts. Often trauma is misunderstood or interpreted as something else because it can present as something other. Understanding the physical as well as psychological effects of VAWG/trauma and the different ways in which it can manifest is crucial as well as thinking through the effects of secondary trauma - this is what is often experienced by staff who support survivors. Organisations have a duty of care to support staff who are affected by disclosures of violence and should develop procedures for supporting staff care/wellbeing.

Check list for managers for vicarious trauma:

VICARIOUS TRAUMA: What Can Managers and Organisations Do?

1. **Understand the impact of your organisation's work on staff:**

   ✓ Be alert to how the cumulative exposure to stressful and traumatic situations may be affecting staff
   ✓ Regularly check in with staff about how they're coping – do not wait for them to approach you with a problem
   ✓ Support staff in seeking counselling if and when needed

2. Set good examples yourself by:

   ✓ Working at a sustainable and reasonable pace over time, encouraging staff you manage to do the same
   ✓ Openly value things and people outside of work eg time spent with your family
   ✓ Take allocated Time Off in Lieu (TOIL) and annual leave time
   ✓ Acknowledge that the work can be challenging and that healthy work/life balance takes practice and intentionality

3. Keep challenges in perspective by:

   ✓ Reminding staff of the bigger picture of your organisational mission and how Gender Based

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3 Some of this content has been adapted from guidance developed for Saferworld in 2016 on i) responding to GBV reported in programmes; ii) Wellbeing guidelines including self-care

Violence is prevalent in your operational areas and thus how work to prevent and/or respond to GBV fits into that bigger picture

✓ Reminding staff of the value that your organisation places upon them both as people and as your most important resources. Encourage staff to work in sustainable ways. If that does not appear possible in the short-term, encourage them to take extra time after the immediate impact phase is over to rest and regain equilibrium.

4. **Express concern for the general wellbeing** of your staff and not just the quality of the work they are doing.

5. Make sure that **staff suggestions and feedback about their jobs and the organisation are heard and valued** – even if you are fairly sure they will not result in tangible change in the near future.

6. **Do not say or do things that would stigmatise staff** who are struggling with vicarious trauma or other stress or trauma-related issues.

7. Strive to **stay positive**, and to praise and acknowledge effort and results whenever possible.

Adapted from Vicarious Trauma – what organisations and managers can do –
http://www.headington-institute.org/files/vicarious-trauma-handout_for-managers_85189.pdf

3.2) Resources for organisations

(1) International Federation of Red Cross and Red Crescent Societies, '**Managing Stress in the Field**,' 2009, Geneva – a resource aimed at humanitarian workers to help manage stress, cumulative stress, burn out and traumatic stress. http://www.ifrc.org/Global/Publications/Health/managing-stress-en.pdf

(2) People in Aid and Interhealth, ' **Approaches to Staff Care in International NGOs**,' 2009 - research the provision of psychological and medical care for international staff and frequent travellers. The focus of this report is on psychological care. http://www.chsalliance.org/files/files/Resources/Articles-and-Research/approaches-to-staff-care-in-international-ngos.pdf

(3) **Prevention, Policy and Procedure Checklist - Responding to Sexual Violence in in Humanitarian and Development Settings -** *http://www.reporttheabuse.org/wp-content/uploads/Prevention-Policy-and-Procedure-Checklist-Report-the-Abuse-August-2016.pdf*
This document written by Megan Noburt sets out a series of actions that can and should be taken by humanitarian and development organisations – from the United Nations INGOs, to community based organisations. According to the data collected by Report the Abuse, as of the publication of this report, 47% of survivors of sexual violence did not file a complaint with their organisations. Of those who did, only 17% felt that the complaint was handled appropriately. This Prevention, Policy and Procedure Checklist aims to fill the gap in addressing the issue.

(4) *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action* **–** These Guidelines provide practical guidance and effective tools for humanitarians and communities to coordinate, plan, implement, monitor and evaluate essential actions for the prevention and mitigation of gender-based violence, throughout all stages of humanitarian response – from preparedness to recovery. Also has lots of resources linked in the annex (p310 onwards) - https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf

(5) Inter-Agency Standing Committee Guidelines - http://www.humanitarianinfo.org/iasc/

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(6) **UNHCR Sexual and gender based violence prevention and response** - https://emergency.unhcr.org/entry/60283/sexual-and-gender-based-violence-sgbv-prevention-and-response
(7) **Protection of women human rights defenders**
This publication provides a reflection on the complex situations of women who face threats and violations as a result of their work defending human rights.
https://www.awid.org/publications/our-right-safety-women-human-rights-defenders-holistic-approach-protection

3.3) Self-care guidance

The work of humanitarian and international development workers, especially for those on the front line, can be exhausting and stressful. This together with heavy workloads and challenging conditions mean that staff often neglect their own health and wellbeing, leading to potentially long-term health problems, which can be detrimental to awareness of security issues. This may also affect the quality of decision-making more generally within an organisation, as well as the relationships between its members. Therefore **self-care is critical to the wellbeing of individuals and is crucial for the survival of movements and organisations.[4]**

Self-care for aid workers

Managing stress
- ✓ Know yourself – what makes you stressed, your limits and your resources to help you cope. Think about what has helped you cope in the past and what you can do to stay strong.
- ✓ Try to take time to eat well, rest and relax, even for short periods.
- ✓ Use physical exercise, music, breathing and relaxation (e.g. yoga) to reduce tension.
- ✓ Try to keep reasonable working hours so you do not become too exhausted. Avoid working on weekends.
- ✓ People may have many problems after a crisis event. You may feel inadequate or frustrated when you cannot help people with all of their problems. Remember that you are not responsible for solving all of people's problems. Do what you can to help people help themselves.
- ✓ Minimise your intake of alcohol, caffeine or nicotine and avoid non- prescription drugs.
- ✓ Check in with colleagues to see how they are doing, and have them check in with you. Find ways to support each other. Be alert to changes in behaviour.
- ✓ Talk with friends, loved ones or other people you trust for support.
- ✓ Ask for support when you need it – from a line manager, the VAWG Focal Point, HR, a recommended therapist or your doctor.
- ✓ Get better at saying no - to unreasonable work demands for example.

Rest and reflection
- ✓ Talk about your experiences with a supervisor, colleague or someone else you trust.
- ✓ Acknowledge what you were able to do to help others, even in small ways.
- ✓ Learn to reflect on and accept what you did well, what did not go very well, and the limits of what you could do in the circumstances.
- ✓ Take some time, if possible, to rest and relax before beginning your work and life duties again.

If you find yourself having upsetting thoughts or memories about incidents, feel very nervous or extremely

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[4] Toolkit for Latin American Women Human Rights Defenders working on Land and Environmental Issues - http://www.herramientadefensorasderechostierra.org/en/health-well-being

sad, have trouble sleeping, or drink a lot of alcohol or take drugs, it is important to get support from someone you trust. Speak to a health care professional or, if available, a mental health specialist if these difficulties continue for more than one month.

Adapted from: WHO, 'Psychological First Aid: Guide for field workers,' 2011 and International Federation of Red Cross and Red Crescent Societies, 'Managing Stress in the Field,' 2009, Geneva

Stress evaluation questionnaire:

Evaluating Stress

This short questionnaire can help you to evaluate your present stress level. Take the time to fill it out every three months in order to compare the scores.

Instructions: Rate each of the following items in terms of how much the symptom was true of you in the last month.

	Never (score 1)	Once a month (score 2)	Often/once a week (score 3)	Always (score 4)
1. I feel tense and nervous				
2. I have physical aches and pain				
3. I am always tired, physically and mentally				
4. The smallest noise makes me jump				
5. My work no longer interest me				
6. I act impulsively and take a lot of risks				
7. I can't get distressing events out my mind				
8. I am sad and feel like crying				
9. I am less efficient then I use to be				
10. I have trouble planning and thinking clearly				
11. I have difficulty in sleeping				
12. Doing even routine things is an effort				
13. I am cynical or very critical				
14. I have bad dreams or nightmares				
15. I am irritable, minor inconveniences or demands annoy me a lot				
16. I am spending more time at work (hours/days) then initially				
Total				

Add up your total score:

Under 20: Your state of stress is normal, given the working conditions

From 21 – 35: You may be suffering from stress and should take it easy. Discuss with your manager and look for ways to reduce your stress level

Above 36: You may be under severe stress. Ask for help from someone close to you and/or from your line

manager, the GBV Focal Point, HR, one of the therapists that your organisation works with or contact your doctor.

*Adapted from International Federation of Red Cross and Red Crescent Societies,
'Managing Stress in the Field,' 2009, Geneva*

Managing burnout:

Managing Burnout: ABCs

Become **Aware** of what's getting to you and how those issues are affecting you
Seek **Balance** among work, rest, and play; time alone and time with others; giving and receiving
Connect with people (friends, family, co-workers) you trust, respect, care about.

*From: Headington Institute, '**What do to about Burnout**,' 2012*

3.4) Resources for staff self-care

(1) The Centre for Humanitarian Psychology provides a free confidential global helpline for psychological support for humanitarian and development workers as well as a paid service for online counselling support. Contact them on their hotline number: +41 22 800 21 15 or on email support@humanitarian-psy.org for either psychological support (free) or online counselling (paid).
(2) Headington Institute, '**Preventing Burnout**,' 2013 - evidence-based activities that can provide physical, mental and spiritual support to help staff resist burnout. http://www.headington-institute.org/files/preventing-burnout_edited_81785.pdf
(3) Headington Institute, '**What do to about Burnout**,' 2012 - http://www.headington-institute.org/blog-home/206/what-to-do-about-burnout-identifying-your-sources-part-1
(4) **Capacitar International Emergency Response kits** – are available in a number of languages and provide guidance on breath work, tai chi, fingerholds, emotional freedom technique, holds, head/neck release and acupressure for pain and trauma stress. http://www.capacitar.org/emergency_kits.html
(5) The **Jijaze Community**: A structured community of support for women who want to make a difference in the world without depleting themselves - https://jijaze.com/joinus
It costs £27 per month to join the Jijaze community and includes monthly skill building workshops, virtual away day, meditation/relaxation practice, Monday and Friday check-in prompts etc.

4. Sexual harassment policies and enforcement

An employer can be deemed to have breached their duty of care by failing to do everything that was reasonable in the circumstances to keep an employee safe from harm.

4.1) Understanding the language[5]

Discrimination is any unfair treatment or arbitrary distinction based on a person's race, sex, gender, religion, nationality, ethnic origin, sexual orientation, gender identity, disability, age, language, social origin or other status. Discrimination may be an isolated event affecting one person or a group of persons similarly situated, or may manifest itself through harassment or abuse of authority.

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5 The following definitions are taken from: http://www.un.org/womenwatch/osagi/fpsexualharassment.htm

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Harassment is any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Disagreement on work performance or on other work-related issues is normally not considered harassment and is not dealt with under the provisions of this policy but in the context of performance management.

Sexual harassment is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of any gender.

4.2) Guidance in the UK

Advisory, Conciliatory and Arbitration Services (ACAS) in the UK provides advice to employers and employees. It recently updated its guidance on sexual harassment. They list some examples of how sexual harassment can happen at work:

- written or verbal comments of a sexual nature such as remarks about a colleague's appearance, questions about their sex life or offensive jokes
- displaying pornographic or explicit images
- sending or forwarding on emails that contains content of a sexual nature
- unwanted physical contact and touching
- sexual assault

ACAS advises that organisations should be clear to workers about what sorts of behaviours are unacceptable and would be considered sexual harassment. If a worker experiences harassment from someone in a position of power or influence then they should check if there are workplace policies to address the issue internally before dealing with the problem externally. For example a complaint of harassment against a line manager or colleague could be handled by the Country Director.

Many organisations may suggest that a complaint of sexual harassment can be made to a supervisor or manager but there might be others too, such as a:
- member of Human Resources or Personnel with specialist training
- named 'fair treatment contact'
- local trade union representative.

Any complaint of sexual harassment that includes sexual assault or physical threats is a criminal act and should be reported to the police. An employer can still investigate the complaint and follow its own disciplinary procedure whilst criminal proceedings are ongoing.

(To see Acas' full advice, visit **Sexual harassment** and here for guidance on sexual orientation discrimination - http://www.acas.org.uk/index.aspx?articleid=5966)

4.3) Tools for drafting sexual harassment laws and policies

These policies have to be compliant with domestic laws so for Country Offices policies will often be different. Many examples on the internet are therefore fairly generic.

See http://www.un.org/womenwatch/osagi/fpsexualharassment.htm for examples of UN system policies on prohibition of discrimination, harassment, including sexual harassment, and abuse of authority

UN Women template policy on gender based violence and the workplace - http://www.un.org/womenwatch/uncoordination/documents/proposedpolicy-genderbasedviolence.pdf

ILO Sample Sexual harassment Policy - http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-suva/documents/policy/wcms_407364.pdf
This sample sexual harassment policy is intended for use by private and public employers in the Pacific to help them develop their own sexual harassment policies. It is based on international good practices and includes all the components which make a sexual harassment policy comprehensive. As such, it is not intended to be a collection of clauses from which employers can pick and choose. Instead, any effective policy must include most if not all of the content of this sample policy. Organisations should of course modify certain clauses to meet specific conditions within their organisations.

4.4) Examples of organisations' bullying and discrimination policies

UNESCO Anti-harassment policy
http://www.un.org/womenwatch/osagi/UN_system_policies/(UNESCO)Anti-harassment_Policy.pdf

BBC Bullying and Discrimination Policy (Jan 2017)
http://downloads.bbc.co.uk/foi/classes/policies_procedures/bullying_harassment_policy.pdf

5. Safeguarding policies and enforcement that include a women's rights perspective

Whilst many organisations have child safeguarding/protection policies and a few organisations have vulnerable adult safeguarding policies, there is little evidence of organisations having broader protection policies to cover adults they work with. The guidance for responding to violence reported by people outside the organisation highlighted above in section 2 would go some way to addressing this gap.

5.1) Introduction to child safeguarding

Organisations which work with or come into contact with children (directly or indirectly) or who work with local partners who work with or come into contact with children (directly or indirectly) should have – a child safeguarding policy.

According to the UK Government:

Safeguarding is a term which is broader than '**child protection**' and relates to the action taken to promote the welfare of children and protect them from harm. Safeguarding is everyone's responsibility.

Safeguarding is defined in Working together to safeguard children 2013 as:

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- protecting children from maltreatment
- preventing impairment of children's health and development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care and
- taking action to enable all children to have the best outcomes

2014 -

https://www.gov.uk/government/publications/safeguarding-children-and-young-people/safeguarding-children-and-young-people

Some organisations in the UK sector and one or two in the international sector have moved to having **overall safeguarding policies – covering adults and children**. Ideally, these should be kept separate so that there is a clearer focus within each policy on the required staff knowledge and capacity, organisational systems and procedures around recruitment, behaviour, reporting and response relating to the issues specific to adults and children. Feedback from practitioners with experience of both is that there is a risk of diluting good practice and child specific knowledge and responsibilities with these broader policies.

If you do have a policy which covers both adults and children, then the different legal issues related to children and adults depending on the type of abuse and the required reporting and response procedures, as well as the process for ensuring the child's best interest, need to be clearly differentiated.

5.2) Legal requirements for INGOs based in the UK

The Charity Commission - Legal requirement: if your charity works with vulnerable people, you need to take the necessary steps to safeguard them. Your charity must put safeguards in place to protect vulnerable people from abuse, and prevent abuse happening in the first place.

These safeguards should include a *child protection policy and procedures* for dealing with issues of concern or abuse. For the purposes of child protection legislation the term 'child' refers to anyone up to the age of 18 years.

The Charity Commission also states that trustees should be satisfied that *any partner organisation has in place adequate safeguarding arrangements*, including appropriate policies and mechanisms to provide assurance on compliance.

Safeguarding Charity Commission guidance - https://www.gov.uk/government/publications/safeguarding-children-and-young-people

5.3) What a child safeguarding or child protection policy should cover

A policy should outline the responsibilities, preventative and responsive measures and activities that an organisation undertakes to protect children and young people, ensuring that no child or young person is subject to abuse as a result of their association with the organisations, its associates and visitors and/or their participation in any of the organisation's activities, including programmes, research, media work, or marketing and communications activities.

In addition, it incorporates the organisation's responsibility to ensure that where there are concerns over a child or young person's welfare or where a child/young person has been subject to abuse, actions are taken to address this; concerns are reported and appropriately responded to in line with the relevant global and local procedures; and incidents are analysed so as to ensure continued learning and growth in

the field of organisational child protection.

Adopting a child safeguarding policy does not absolve organisations from further action; it is the beginning, not the end of child protection.

It is important that policies and procedures are *gender sensitive* i.e. recognise that girls and boys face different risks of and experiences of abuse and the consequences of different forms of abuse may affect girls and boys in a range of ways. This means we need to understand the underlying gender norms which shape beliefs, attitudes and behaviours of adults towards girls and boys and determines what society deems is appropriate and inappropriate behaviour. Safeguarding and child protection guidance documents vary in terms of the extent to which gender is mainstreamed.

5.4) Understanding the language[6]

Child Protection Policy
A statement of intent that demonstrates a commitment to safeguard children (and for some organisations this also includes young people) from harm and makes it clear to all what is required and shows that the organisation is taking its duty and responsibility of care seriously. It applies to all staff, associates and visitors of the organisation who have direct or indirect contact with children and young people.

Child abuse
All forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child, including any actions that result in actual or potential harm to a child. Child abuse may be a deliberate act or it may be failing to act to prevent harm. Child abuse consists of anything which individuals, institutions or processes do or fail to do, intentionally or unintentionally, which harms a child or damages their well-being, dignity and prospect of safe and healthy development into adulthood.

Direct contact with children
Being in the physical presence of a child in the context of the organisation's work, whether the contact is occasional or regular, short or long term. Direct contact also includes interaction with children via the internet or telephone, even if a physical meeting never takes place.

Indirect contact with children
Having access to personal information (data) on children in the context of the organisation's work such as names, locations, responses to research questions, photographs, videos or case studies. This also includes data generated or shared by children via digital applications, tools or platforms.

Best interests of children
Decisions that affect children should be made based on consideration of their physical and psychological well-being and the need to prevent risks of harm to them or other children. Determination of children's well-being should involve consultation with both children and those responsible for their care.

Informed consent
Being fully informed based on adequate and consistent information, in a locally appropriate and meaningful way, through a process of voluntary and continual permission.

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6 The definitions in this section are adapted from ChildHope's Child Protection Toolkit (https://www.childhope.org.uk/resources/) and Safeguarding policies developed by Elanor Jackson for Girl Effect and ChildHope UK

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5.5)   Supporting partners' safeguarding practice

Donors vary in terms of requirements for organisations to ensure that partners have adequate safeguarding policies in place. In practice, in the first instance this means ensuring that partner due diligence checks include a review of partners' safeguarding policies procedures and processes. If partners do not have these, or policy and implementation gaps are identified, then there should be a commitment to support partners to strengthen their policies and procedures through capacity building and ongoing mentoring.

Some organisations require partners to sign a commitment to their Safeguarding policies and minimum standards, however the extent to which partner staff have been oriented on these standards and what this means in practice, varies considerably. Recent practice in this area shared by Girl Effect involves the development of a process for agreeing certain minimum standards with new partners and documenting this in a Safeguarding Agreement that was annexed to the contract. This has worked well so far, especially for small organisations who did not have very strong policies. Where data on children and young people is shared between Girl Effect and the partner, a written Data Sharing Agreement is developed which covers data privacy and security, data ownership, consent for use and re-use of data, sharing and destruction of data.

5.6)   Guidance and resources to help you develop safeguarding policies and procedures and monitor their implementation

i)   Guidance for child safeguarding

Keeping Children Safe coalition - Keeping Children Safe was established in 2001 by a group of leading humanitarian relief and development charities in the context of emerging reports that children were being abused by aid and development workers in emergency camps in West Africa and within their own organisations.

Keeping Children Safe represents a commitment by organisations worldwide to protect children by developing and promoting a set of robust and comprehensive International Child Safeguarding Standards that all organisations can and should follow. (Std 1 = policy, 2 = people, 3 = procedures, 4 = accountability)

There is a **range of resources** including guidance materials, training resources and international standards for child protection e.g. Child Safeguarding Standards and how to implement them; Keeping children safe in Sport; Management of child safeguarding allegations; keeping children safe online. https://www.keepingchildrensafe.org.uk/how-we-keep-children-safe/capacity-building/resource-library

They also have a **self-audit tool** in various languages which can be accessed here - https://www.keepingchildrensafe.org.uk/how-we-keep-children-safe/accountability/self-audit-tool

ChildHope organisational child protection toolkit – *Child Protection Policies and Procedures Toolkit – How to create a childsafe organisation (Elanor Jackson, Marie Wernham)*

This Toolkit outlines and explores some of the key principles and issues relevant to child protection, as well as outlining the steps that are needed in order to develop, implement, monitor and evaluate child protection policies and procedures

**GENDER &
DEVELOPMENT
NETWORK**

This was designed particularly for working with organisations in the South and has been used by many organisations both INGOs and SNGOs in the past 12 years. There are versions in French, Arabic and Spanish.

http://www.createsolutions.org/cp_toolkit.htm or here https://www.childhope.org.uk/resources/

International HIV/AIDS Alliance – *Safeguarding the rights of children and young people* - A guide linking organisations and partners who want to ensure they are safeguarding the rights of vulnerable children and young people in the work that they do. The guide will help facilitate discussions with staff members, outreach workers and other colleagues who are responsible for ensuring that the rights of children and young people are understood, recognised and respected.
http://www.aidsalliance.org/assets/000/002/589/Safeguarding_the_rights_of_children_and_young_peopl e_v2_original.pdf?1464867251

NSPCC resources - https://www.nspcc.org.uk/preventing-abuse/safeguarding/writing-a-safeguarding-policy/

ii)   Safeguarding standards and guidance for humanitarian contexts (both for children and women/adults):

Child Protection Standards:

- **World Vision's** Minimum Inter-agency Standards for Protection Mainstreaming (2012) - http://reliefweb.int/sites/reliefweb.int/files/resources/Full_Report_3752.pdf
- **Child Protection Working Group's** Minimum Standards for Child Protection in Humanitarian Action - http://cpwg.net/wp-content/uploads/sites/2/2014/03/CP-Minimum-Standards-English-2013.pdf

Although many of the agencies that contributed to these documents are child-focused organisations, their application is intended to be much wider.

The Child Protection Working Group (CPWG) is the global level forum for coordination on child protection in humanitarian settings. The group brings together NGOs, UN agencies, academics and others under the shared objective of ensuring more predictable, accountable and effective child protection responses in emergencies. In the humanitarian system, the CPWG constitutes an "area of responsibility" within the Global Protection Cluster - http://www.cpwg.net
Page 17 of the Minimum Standards for Child-protection in Humanitarian Action outlines how these standards relate to the *Sphere Project* and the associated *Humanitarian Charter, Protection Principles* and other Minimum Standards.

5.7) Examples of Child Safeguarding/ Child Protection policies and child and vulnerable adults safeguarding policies

Many organisations are currently updating/revising their safeguarding policies and procedures, following the Oxfam incidents. Hopefully the revised policies will be widely available in future.

Plan International – their Global Policy updated in January 2018, has a particular focus on girls and young women aged up to and including 24 years - https://plan-international.org/publications/global-policy-safeguarding-children-and-young-people#download-options

Family for every child Child Safeguarding Policy, approved October 2017 -
https://familyforeverychild.org/wp-content/uploads/2017/12/Child-Safeguarding-Policy.pdf

WWF-UK Child Protection and Safeguarding Policy August 2017 -

https://www.wwf.org.uk/sites/default/files/2017-10/WWF%20safeguarding_final%202017.pdf

Christian Aid has a *Safeguarding Policy for Adults and Children –* this encompasses the protection of adults at risk. (A vulnerable adult is defined as someone over the age of 18 who has disabilities either mental or physical that puts them in a position of vulnerability) - https://www.christianaid.org.uk/sites/default/files/2018-02/Christian%20Aid%20Safeguarding%20Policy%20.pdf

ChildHope Safeguarding Policy for Children and Vulnerable Young Adults (July 2016) **-**

https://www.childhope.org.uk/assets/uploads/28.07.16_CH_Child_Safeguarding_Policy_-_FINAL.pdf

An outline of Oxfam's safeguarding and related policies (Jan 2018) **-**
https://www.oxfam.org.uk/safeguarding/safeguarding-related-policies

6. Other useful links

Organisational Codes of conduct
e.g.   Care   -   https://www.careinternational.org.uk/sites/default/files/CIUK-Code-of-Conduct_March-2017.pdf

Humanitarian Accountability Partnership – NGO Checklist for developing or revising Codes of Conduct -
https://www.chsalliance.org/files/files/Resources/Tools-and-guidance/checklist-for-codes-of-conduct.pdf

GADN Members who want to know more are invited to join the Safeguarding and Beyond google group – please contact Natasha@gadnetwork.org for more information