



PSEA POLICY

ARK DEVELOPMENT ORGANIZATION



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A. POLICY TITLE: Protection from Sexual Exploitation and Abuse

B. POLICY OBJECTIVE: To promulgate policy of zero tolerance for sexual exploitation and abuse (SEA) for all Ark Development Organization (ADO) employees and related personnel and ensure that roles, responsibilities and expected standards of conduct in relation to SEA are known within Ark Development Organization. To create and maintain a safe environment, free from SEA, by taking appropriate measures for this purpose, internally and in the communities where Ark Development Organization operates, through robust prevention and response work.

C. TARGETED AUDIENCE: All Ark Development Organization employees and related personnel.

The policy applies to the whole of ADO – the field, National Headquarters and National Boards – in relation to ADO’s board members, volunteers, sponsors, employees, consultants, contractors, teachers, supervisors and representatives of partner organizations / local governments who have been brought into contact with children while working for ADO. These people are referred to as “ADO Associates”.

Effective Date: 1st December, 2021.

Mandatory Revision Date: 30th November of every year.

Last Revision Date: 25th September, 2023.

1.0 POLICY STATEMENT:

1.1. SEA violates universally recognized international legal norms and standards and are unacceptable behaviors and prohibited conduct for all humanitarian workers, including *ADO employees and Associates*.¹

1.2. Ark Development Organization has a policy of zero tolerance towards SEA. All ADO employees and Associates² are expected to uphold the highest standards of personal and professional conduct at all times, and to provide humanitarian assistance and services in a manner that respects and fosters the rights of beneficiaries and other vulnerable members of the local communities.

2.0 SCOPE OF APPLICATION:

2.1. This policy sets out Ark Development Organization approach to prevent and respond to SEA. The policy applies to all employees and associates, both on-and off-duty.

3.0 DEFINITIONS³:

3.1. For the purposes of the present policy the term ‘**sexual exploitation**’ means any actual or attempted abuse of 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.

¹ UN Secretary General’s Bulletin ST/SGB/2003/13, 2003. <https://undocs.org/en/ST/SGB/2003/13>

² The term “associates” include, for example, sub-contractors, consultants, interns or volunteers associated with or working on behalf of the Ark Development Organization.

³ Both definitions are adopted from the Secretary General’s Bulletin ST/SGB/2003/13, 2003. <https://undocs.org/en/ST/SGB/2003/13>

3.2. Similarly, the term ‘**sexual abuse**’ means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

4.0 COMMITMENT TO PSEA:

4.1. ADO is committed to actively preventing sexual exploitation and abuse.

4.2. ADO takes positive action to prevent abusers becoming involved with ADO in anyway and takes stringent measures against any ADO Associate who commits child abuse when this comes to the notice of ADO.

4.3. ADO will make every effort to create and maintain a safe environment, free from SEA, and shall take appropriate measures for this purpose in the communities where it operates, through a robust PSEA framework, including prevention and response measures.

4.4. This PSEA framework, affirms ADO commitment to the UN Secretary General’s Bulletin on Special Measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13) and to achieving full, ongoing implementation of the IASC Six Core Principles relating to SEA⁴.

5.0 SIX CORE PRINCIPLES⁵:

5.1. SEA by ADO employees and associates constitute acts of gross misconduct and are therefore grounds for termination of employment⁶.

5.2. 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 defense.

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

5.4. Any sexual relationship between ADO employees or Associates and beneficiaries of assistance or other vulnerable members of the local community that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of humanitarian aid work.

5.5. Where ADO employee or Associates develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same organization or not, he or she must report such concerns via established reporting mechanisms.

5.6. All ADO employees and Associates are obliged to create and maintain an environment which prevents SEA and promotes the implementation of this policy. Managers at all levels have particular responsibilities to support and develop systems which maintain this environment.

⁴ IASC Six Core Principles; available at: <https://interagencystandingcommittee.org/inter-agency-standing-committee/iasc-six-core-principles-relating-sexual-exploitation-and-abuse>.

⁵ Modified for the purposes of this PSEA policy. *These acts are not intended to be an exhaustive list.*

⁶ Including all other forms of contractual agreements, such as for example volunteer assignment.

6.0 PSEA FRAMEWORK:

6.1. Prevention:

6.1.1. Vetting:

6.1.1.1. Ark Development Organization (ADO) systematically vets all prospective job candidates in accordance with established screening procedures.

- a. The offer of appointment shall be subject to the receipt of satisfactory reference, and background checks. Where false information is given, or information is withheld, the Organization has sufficient reason to reject the individual.
- b. On first appointment a Personal file shall be opened and maintained on each staff member. The employee will be required to furnish the Organization with full particulars about him/herself on a standard Personal History Form provided and which will be inserted in his/her personal file. The employee must state among others his/her-Date of birth; Home town; Previous Employer; Whether or not he/she has been convicted of a criminal offence; Marital Status; Number of dependents; the name of next of kin. This shall be reviewed periodically.
- c. To be eligible for appointment a candidate must have passed the investigations on sexual violence and abuse as may be laid down from time to time by the Organization and is willing to append his/her signature.
- d. In addition, an employee SEA self-declaration will signed by each employee.

6.1.2. Training: ADO holds mandatory induction and refresher trainings⁷ in the first quarter of every year preferably the 2nd week of January every year for all employees and associates on the Organization's SEA policy and procedures.

- a. The Organization requires staff to be fully trained on the PSEA policy for their jobs to ensure that the organization's activities are carried out efficiently without exploitation and abuse.

6.2. Response:

6.2.1. Reporting: ADO has safe, confidential and accessible mechanisms and procedures for personnel, beneficiaries and communities, including children, to report SEA allegations that and ensures that beneficiaries are aware of these.

ADO Employees and Associates should:

- a. Familiarize themselves with situations which may present risks and learn how to deal with those situations;
- b. Contribute to an environment where children are able to recognize unacceptable behaviour and feel able to discuss their rights and concerns;
- c. Wherever practical, ensure that they and others meet children openly in the presence of other adults;
- d. Raise concerns about any case of suspected abuse in accordance with the compliant procedures outlined below.

ADO Employees and Associates must not

- a. Disclose information that identifies sponsored families or children to unauthorized persons

⁷ The training includes at a minimum: 1) a definition of SEA (that is aligned with the UN's definition); 2) a prohibition of SEA; and 3) actions that employees and related personnel are required to take (i.e. prompt reporting of allegations and referral of survivors).

or make it available to the general public without the informed consent of the family and, when appropriate, the child.

D. DEALING WITH SEXUAL EXPLOITATION AND ABUSE

Alleged cases of child abuse should be reported to the relevant directors (Regional, National, etc) depending on the location and nature of the alleged abuse. They will refer the matter to the local authorities and decide on other appropriate steps, including informing relevant ADO offices and/or supporting criminal prosecution.

E. COMPLIANT PROCEDURE FOR ADO

The following procedures shall be followed in the event of any sexual exploitation and abuse incident.

- *Step 1*

Anybody with a concern about an abuse incident involving any ADO staff or associate shall report the case to the immediate Head or his/her designee of the area within which the incident occurred.

- *Step 2*

The Terms of Reference for SEA Allegation Form shall be filled and signed by the reporter to authenticate the report.

- *Step 3*

Where it is clearly evident that a crime may have been committed e.g. serious physical assault resulting in serious injury or sexual abuse, the matter shall be referred immediately to the appropriate department authorized to investigate such cases to be addressed. With reference to article 16 and 17 of the Children's Act 560 of 1998, this mandates any person with information on the contravention of the rights of the child to report the case to the department of social welfare who shall investigate such cases. Alternatively, the case can be reported to DOVVSU (Domestic Violence Victims Support Unit) of the Police service for the appropriate investigation and action.

ADO may support the family of the victim to seek redress in the law courts of Ghana provided the family is prepared to pursue the case and provide evidence when required. Where the family fails and refuses to protect the child, and ADO feels strongly about the particular incident, ADO may on behalf of the victim pursue the matter. On the other hand, if it is minor incident e.g. talking harshly or insulting a child, the incident will be recorded and addressed appropriately.

- *Step 4*

The Programme Manager or his/her designee shall inform the SEA Focal person at the Office who in consultation with the next senior officer will inform the Executive Director (ED).

- *Step 5*

Where it is evident that a crime has been committed, the ED shall convene a case management committee to decide on appropriate actions and response to the incident. Particularly, regarding ADO's relationship with the suspect as well as addressing emerging issues. The ED will make an initial report to the District Office who will also subsequently report to BOD.

ADO will not entertain and condone any criminal offence whatsoever against any child and shall report any legitimate case of abuse to the appropriate authorities for investigations to be carried out. All actions taken by ADO with respect to child protection incidents will take the best interest of the child into consideration. In the event of any incident external to ADO and or her *Associates* but however comes to our notice, ADO shall advise the matter to be referred to appropriate law enforcing agencies for further action.

6.2.2. Investigation: ADO has a process for investigation of SEA allegations in place and shall

properly and without delay conduct an investigation of SEA by its employees or associates or refer to the proper investigative body if the perpetrator is affiliated with another entity.
The following shall be the format for investigating SEA allegations.

ARK DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR INVESTIGATOR OF SEA ALLEGATIONS⁸

Terms of Reference:

Investigator of SEA Allegations

1. Background

[Include brief description of the SEA allegation and other relevant information that may support the investigation.]

2. Purpose and Objectives

The purpose of this investigation is to conduct a thorough, objective and effective investigation of the above-mentioned reported SEA allegations and other related incidents, in accordance with professional standards and best international practice.

Specific objectives are to:

- 1) Assess whether the allegations reasonably amount to SEA, and possibly, an offence under national law;
- 2) Review evidence presented and gather further evidence that might support or undermine the allegations;
- 3) Present a summary of the evidence and conclusions.^[1]_{SEP}

3. Scope of Work

Key deliverables are:

- Work plan, including detailed methodology of investigation (e.g. review of relevant documents, site visit(s), interviews with relevant stakeholders)
- Recommended plan of actions for protecting survivors, witnesses, alleged perpetrators and the organization during investigation process
- Investigation report, including
 - 1) Executive Summary
 - 2) Introduction
 - 3) Allegations (i.e. listing all allegations; names of the organization's policies/code of conduct and laws potentially violated)
 - 4) Investigative approach (e.g. interviews, review of documents)
 - 5) Chronology of events

⁸ Adapted from: Scoping tool for Terms of Reference (adapted from SOS Children's Villages International), included in: Keeping Children Safe, [Management of Child Safeguarding Allegations](#), 2016.

- 6) Analysis of evidence
- 7) Retaliation and protection risks (and steps taken to address them)
- 8) Analysis of adequacy of organization's response to SEA allegation
- 9) Conclusions regarding evidence to substantiate or not the allegation(s)
- 10) Recommendations (including areas of improvement for the organization's response to PSEA)

4. Key Required Skills and Experiences

- Experienced, reliable professional investigator with experience in dealing with highly sensitive cases
- Trained in conducting interviews, including with children and people who experienced trauma
- Demonstrated sensitivity and knowledge to cultural diversity and gender issues, including GBV experience if possible
- Fluent in relevant languages for interviews with personnel and other witnesses, including (specify)
- Proven communication and organizational skills

6.2.2.1. Referral to National Authorities: If, after proper investigation, there is evidence to support allegations of SEA, these cases may be referred to national authorities for criminal prosecution. The form below shall be used to refer survivors to authorities.

ARK DEVELOPMENT ORGANIZATION

REFERRAL FORM

CONFIDENTIAL: Please restrict access to this document and keep it stored safely.

Note: Please share copies of filled out referral forms with the survivor and receiving agency and keep a copy for the organization's internal records and follow-up.

Referring agency	
Agency/org:	Contact:
Phone:	Email:
Location	

Receiving agency	
Agency/org:	Contact:
Phone:	Email:
Location	

Survivor information	
Name:	Phone:
Address:	Age:
Sex	Nationality:
Language:	ID number
If survivor is a minor (under 18)	
Name of primary caregiver:	Relationship to child:
Contact information for caregiver:	Is child separated or unaccompanied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Caregiver is informed about referral? <input type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain)	

Background Information/Reason for referral and services already provided	
Has the survivor been informed of the referral? <input type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain below)	Has the survivor been referred to any other organization? <input type="checkbox"/> Yes <input type="checkbox"/> No (If yes, explain below)

Services requested		
<input type="checkbox"/> Mental Health Services	<input type="checkbox"/> Protection Services	<input type="checkbox"/> Shelter
<input type="checkbox"/> Psychosocial Support	<input type="checkbox"/> Legal Assistance	<input type="checkbox"/> Material Assistance
<input type="checkbox"/> Social Services	<input type="checkbox"/> Education	<input type="checkbox"/> Nutrition
<input type="checkbox"/> Medical Care	<input type="checkbox"/> Livelihood Support	<input type="checkbox"/> Support for children born as a result of SEA
Please explain any requested services:		

Consent to release information. (Read with survivor/ caregiver and answer any questions before s/he signs below. Sign on behalf of survivor/caregiver if consent is given verbally and survivor/caregiver cannot sign.)
I, _____ (survivor name), understand that the purpose of the referral and of disclosing this information to _____ (name of receiving agency) is to ensure the safety and continuity of care among service providers seeking to serve the client. The service provider, _____ (name of referring agency), has clearly explained the procedure of the referral to me and has listed the exact information

that is to be disclosed. By signing this form, I authorize this exchange of information.

Signature of responsible party (survivor or caregiver if a child):

Date (DD/MM/YY):

Details of Referral

Any contact or other restrictions? Yes No (If yes, please explain below)

Referral delivered via: Phone (emergency only) E-mail Electronically (e.g., App or database) In Person

Follow-up expected via: Phone E-mail In Person. By date (DD/MM/YY):

Information agencies agree to exchange in follow up:

Name and signature of recipient:

Date received (DD/MM/YY):

6.2.3. Victim assistance: ADO has a system to promptly refer SEA survivors to available services, based on their needs and consent.

6.3. Cooperative arrangements:

6.3.1. All ADOs contracts and partnership agreements include a standard clause requiring contractors, suppliers, consultants and sub-partners to commit to a zero-tolerance policy on SEA and to take measures to prevent and respond to SEA.

6.3.2. The failure of those entities or individuals to take preventive measures against SEA, to investigate allegations thereof, or to take corrective action when SEA has occurred, shall constitute grounds for termination of any cooperative arrangement.

Local Reporting Process – ADO

Within 24 hours

SEA Issue is received in Regional Office

SEA Issue is received in Programme Area

Report to Programme Unit Manager

PUM name & contact details:
.....

Focal Point name & contact
details.....

Report to Executive Director and/Focal Point

ED name & contact details: **EMMANUEL KWAFO MINTAH, ADO**
Tel: 0244101915

FP name & contact details: **EUNICE ASANTE, ADO TEL: 0543911895**
ALBERT ASAMOAH, ADO TEL: 0547781659

Informs External Agencies such as DOVVSU, Unit/Dept of Social Welfare if a crime has been committed

Report to Regional Focal Point

RCP name & contact details:
Email address:

Informs Senior Managers at Regional Office

Report to SEA Unit

SEA Focal Person:
SEA Coordinator:

It is anticipated that most cases will be dealt with at the Regional Office level. If the SEA issue involves a staff member or Associate and is a criminal offence or serious violation of the PSEA policy, a strategic meeting will be convened.

F. ROLES AND RESPONSIBILITIES ON PSEA

The personnel role with regards to PSEA in Ark Development Organization is as follows:

Personnel	Roles and Responsibilities
Management	<ul style="list-style-type: none"> • Provide oversight of PSEA prevention and response • Review and update PSEA-related policies and guidance • Ensure attention and resources to PSEA across the organization • Facilitate and oversee investigations of SEA allegations • Coordinate with other organizations on PSEA, including donors
PSEA Focal Point (in coordination with gender/GBV/CP personnel where available)	<ul style="list-style-type: none"> • Support senior management to meet their PSEA-related responsibilities • Report concerns or issues with PSEA implementation to senior management • Receive reports of SEA allegations and coordinate the response • Conduct training and awareness-raising of personnel and others on PSEA • Coordinate with other relevant actors on PSEA, including inter-agency efforts
Human Resources	<ul style="list-style-type: none"> • Conduct screening for past SEA violations, and other code of conduct and policy violations (e.g. fraud, corruption, abuse of power), as part of recruitment process • Ensure all personnel sign the organization’s code of conduct and self-declaration forms. • Integrate a PSEA clause in contract agreements, including when subcontracting • Support communication with personnel during investigation of SEA allegations • Keep PSEA-related documents of personnel on file, including signed codes of conduct
All Personnel	<ul style="list-style-type: none"> • Uphold the code of conduct and PSEA-related policies • Actively participate in SEA-related trainings and awareness-raising efforts, including support for dissemination of PSEA materials • Report allegations of SEA through the designated reporting channels • Participate in investigations of SEA allegations as appropriate • Identify and mitigate/avoid SEA-related programme risks (<i>particularly for personnel involved in programming</i>)

G. TERMS OF REFERENCE (TOR) FOR PSEA FOCAL POINT⁹

Terms of Reference:

Protection from Sexual Exploitation and Abuse (PSEA) Focal Point

1. Background

Violence against children, young people and adult men and women is prevalent in all societies, and in recent times is becoming an issue in workplaces which calls for serious interventions. Women and men, children Persons with Disabilities (PWDs) and other socially excluded groups may be vulnerable and at risk due to their gender, ethnic origin, disability and age among others due to physical, emotional and mental considerations. Violence in such context includes physical, emotional or mental violence, injury and abuse, maltreatment, neglect and sexual abuse. Notwithstanding the quest to influence social change, breaches of safeguarding can happen since in the process of influencing social change there is the potential of its own activities to increase vulnerable people's exposure to violence and abuse, thereby doing harm.

ARK Development Organization (ADO) as part of its efforts to ensure safety for all people within the organization and its working space puts in place procedures to prevent and respond to any potential or actual harm caused by the actions or behaviours of staff, associates and volunteers. Safeguarding requires protecting a person's right to live in safety, from abuse and from neglect.

The policy identifies gender mainstreaming as an essential component for making the experiences and concerns of women as well as of men, Persons with Disabilities and children an integral part of the design, implementation, monitoring and evaluation of policies and programs in its organizational structure so that women, children and persons with disabilities are not unfairly neglected, marginalized or put at risk.

This PSEA Policy has been developed with comprehensive insights into the empowerment, rights and access to justice, leadership and accountable governance, gender roles and relations, and economic opportunities for women, children and Persons with Disabilities. The process was consultative, guided inputs from Board of Directors and other key stakeholders at the regional district and grass root levels with active involvement and participation of the beneficial target groups, development partners as well as traditional and religious authorities.

1. Purpose

The purpose of the PSEA focal point is to have a designated staff member who supports senior management in coordinating the development and implementation of PSEA policy and procedures.

2. Scope of Work

Key roles and responsibilities of PSEA focal points include:

Prevention

⁹ Adapted from various sample ToR, including Terms of Reference for in-country Network on Protection from Sexual Exploitation and Abuse by UN/NGO/IGO Personnel, produced by the ECHA/ECPS UN and NGO Task Force on Protection from Sexual Exploitation and Abuse, November 2008; Terms of Reference for Focal Points on Protection from Sexual Exploitation and Abuse by individuals providing humanitarian services within the Syrian refugee emergency response Jordan, produced by PSEA Network Jordan, March 2016.

- Conduct periodic assessments of ADO's PSEA policies and practices and suggest improvements to senior management.
- Conduct training and awareness-raising sessions on PSEA for all personnel on a regular basis.
- Work with human resource and other relevant personnel (name other relevant personnel working on related issues, e.g. gender, CP) on PSEA-related aspects, including ensuring that all personnel sign the code of conduct and that screening for past SEA violations is a regular part of the recruitment process.
- Facilitate awareness-raising campaigns with beneficiaries and local communities on the definition of SEA, the standards of conduct expected of ADO's personnel, and the various mechanisms for raising SEA allegations or concerns, including contact details.

Reporting allegations of SEA

- Manage the development of internal procedures for personnel to report incidents of sexual exploitation and abuse safely and confidentiality.
- Receive reports of SEA allegations and related information and coordinate the response according to relevant procedures.
- Report concerns or issues with PSEA implementation to senior management.

Response to SEA allegations

- Once a complaint is received, coordinate ADO's response, including referral of SEA survivors for immediate, professional assistance and referral of the case for further investigations to [name of organization's entity responsible for handling internal investigations].

Other responsibilities

- Coordinate ADO's PSEA activities with relevant organizations, including inter-agency initiatives, as appropriate.
- Support senior management in implementing other PSEA-related activities, as appropriate.

3. Competencies and Experiences

- Proven integrity, objectivity and professional competence
- Demonstrated sensitivity and knowledge of cultural and gender issues; experience in GBV programming is preferred
- Fluent in English and Twi
- Demonstrated experience of working directly with local communities
- Proven communication skills

Upon appointment, the focal point will undergo organization-specific training on PSEA, as soon as feasible.

H. TRAINING AGENDA

Note: ADO holds training for personnel at the first quarter of every year preferably the 2nd week of January of every year and the template below shall be the agenda for the trainings.

ACTIVITY	EST. TIME	RESOURCES
INTRODUCTION		
Welcome and introduction <ul style="list-style-type: none"> Introduction of trainer(s) and learners Overview of training agenda Expected learning outcomes 	15 min	<ul style="list-style-type: none"> Handout: Training agenda
SESSION 1: UNDERSTANDING SEXUAL EXPLOITATION AND ABUSE		
Presentation: Key definitions and concepts <ul style="list-style-type: none"> Definition of SEA UN Zero-Tolerance Policy on SEA Roles and responsibilities of personnel in preventing and responding to SEA 	15 min	<ul style="list-style-type: none"> Handouts: Copies of SG's Bulletin (ST/SGB/2003/13), organization's code of conduct and other relevant documents
Case scenarios: Is this SEA? <ul style="list-style-type: none"> Present practical scenarios and discuss which ones may be cases of SEA and why 	45 min	
Group exercise: Impacts of SEA <ul style="list-style-type: none"> Ask learners to identify the (potential) consequences of SEA on a) the survivor(s), b) the community, c) the organization, and d) others 	30 min	
SESSION 2: TAKING ACTION AGAINST SEA		
Presentation: Overview <ul style="list-style-type: none"> Overview of responses to SEA (prevention, reporting, investigation and referral) Guiding principles (including survivor-centered approach) 	20 min	<ul style="list-style-type: none"> Handout of relevant tools of UNICEF's <i>PSEA Practical Guide Toolkit for UNICEF and Partners</i> (e.g. organizational self-assessment, action plan template, PSEA risk assessment and mitigation)
Group discussion: Prevention <ul style="list-style-type: none"> Discuss how to identify and mitigate risks of SEA in their context (What are warning signs? Why are they ignored? What more can the organization do to prevent SEA?) 	45 min	
Presentation: Reporting <ul style="list-style-type: none"> Mandatory reporting How to report SEA allegations, including confidentiality issues and "the best interest of the child" Protections for those reporting SEA allegations 	20 min	<ul style="list-style-type: none"> Handout with contact information of reporting channels and policy for protecting whistleblowers and/or complainants
Presentation: Investigations <ul style="list-style-type: none"> Overview of investigation process Consequences for personnel if allegations are substantiated Responsibilities of personnel to fully participate in any investigation 	15 min	
Presentation: Assistance <ul style="list-style-type: none"> Service needs of survivors (and witnesses) Survivor-centered approaches and informed consent Referral pathways 	10 min	
CONCLUSIONS		
Conclusions <ul style="list-style-type: none"> Summary of key learnings Ask each learner to provide at least one answer to the question: "How do you plan to apply what you just learned in your work?" 	20 min	Feedback forms

I. ADDITIONAL REFERENCES

- United Nations Convention on the Rights of the Child
- The Children’s Act 560 1998.
- Domestic Violence Act 732, 2007
- ADO’s Mission, Vision and Attributes
- ADO’s Strategic Policy
- ADO’s Sponsorship Standards
- ADO’s recruitment, induction, training and development policies, Operational manual and administrative procedures.

J. LIST OF ABBREVIATIONS

ADO	-	Ark Development Organization
ED	-	Executive Director
MT	-	Management Team
RO	-	Regional Office
CP	-	Child Protection
DOVVSU	-	Domestic Violence Victim Support Unit
DSW	-	Department of Social Welfare
PU	-	Programme Unit
PSEA	-	Protection from Sexual Exploitation and Abuse
BOD	-	Board of Directors

K. BEHAVIOUR PRINCIPLES

The Behaviour Principles are rules of appropriate behaviour for all ADO personnel i.e. staff and volunteers involved in any aspect of an event where children are participating including those who are chaperone/escort, translator or accompanying adult.

The Behaviour Principles are based on ADO's PSEA and Child Protection Policy. ADO personnel and associates are required to understand and have attended training on the ADO PSEA Policy 'zero tolerance for sexual exploitation and abuse (SEA)' and follow the Behaviour Principles.

It is good practice to ensure that there is a more general understanding of the Behaviour Principles by all participants at an event. This could be done by the organizers making an announcement (written or oral) that explains the Behaviour Principles for both children and adults.

Underlying Principle:

A key element in working to safeguard the welfare of all is the promotion of their rights. The Convention on the Rights of the Child states children have the right:

- To have their health, safety and well-being, and their best interests considered paramount.
- To have their welfare and development promoted and safeguarded so that they can achieve their full potential.
- To be valued, respected and understood within the context of their own gender, culture, religion and ethnicity, and to have their needs identified and met within this context and within the context of their family wherever possible.
- To be listened to and to have their views given careful consideration, and to be encouraged and actively helped to participate in decisions which affect them.

In order that these rights are respected, when personnel are in contact with vulnerable people (children, women etc.), they should:

- At all times treat each individual with respect and dignity and recognise them as individuals in their own right.
- Regard them positively and value them as individuals who have specific needs and rights and a particular contribution to make.
- Work with them in spirit of co-operation and partnership based on mutual trust and respect.
- Value their views and take them seriously.
- Work with them in ways that enhance their inherent capacities and capabilities, and develop their potential.
- Strive to understand them within the context in which they live.

The Behaviour Principles are designed to protect vulnerable people but are also intended to protect personnel from false accusations of inappropriate behaviour or abuse. In addition to reflecting behaviour requirements based on local sensitivities, the following basic principles should be followed:

ADO associates should never:

- Use language, make suggestions or offer advice that is inappropriate, offensive or abusive.
- Behave physically in a manner which is inappropriate or sexually provocative
- Have a child / children with whom they are working stay overnight at their home unsupervised
- Sleep in the same room or bed as a victim / vulnerable person with whom they are working

- Do things for children of a personal nature that they can do for themselves
- Condone, or participate in, behaviour of children which is illegal, unsafe or abusive
- Act in ways intended to shame, humiliate, belittle or degrade vulnerable individuals, or otherwise perpetrate any form of emotional abuse
- Discriminate against, show differential treatment, or favour particular individuals to the exclusion of others
- Hit or otherwise physically assault or physically abuse individuals.
- Develop physical/sexual relationships with individual victims.
- Develop relationships with children which could in any way be deemed exploitative or abusive
- Spend excessive time alone with children away from others
- Hire children as ‘house help’
- Fondle, hold, kiss, hug or touch vulnerable individuals in an appropriate or culturally insensitive way.

Where possible and practical, at least two adults, preferably including a female and male, must supervise all activities where children are involved and are present at all times. If this is not possible, staff and volunteers are encouraged to look for alternatives such as being accompanied by community members on visits to children.

Employees and Associates must ensure children are protected from abusive and exploitative situations particularly by the media (images, interviews, video etc) This requires children being: fully informed on what is intended and giving their consent being reassured that they have the right to stop or withdraw and being given the practical skills to indicate this wish reassured that they will be supported by personnel

ADO Employees and Associates must be concerned about perception and appearance in their language, actions and relationships with children. They should seek to maintain ADO’s professional reputation and uphold the principles of ADO’s PSEA Policy.

ADO Employees and Associates should be aware of situations that may present risks and manage these in consultation with the designated person. They should plan and organise work and the workplace to minimize risks.

ADO Employees and Associates should empower children; discuss with them their rights, what is acceptable and unacceptable and what they can do if there is a problem.

ADO Personnel should recognize and promote a sense of accountability to ensure that poor practice or potentially abusive behaviour does not go unchallenged.

Inappropriate behaviour toward vulnerable individuals (i.e children, women, PWDs etc.) including failure to follow the Behaviour Principles will be grounds for disciplinary action, up to and including dismissal from employment.