

EXPLOITATION AND ABUSE.

A cartoon illustration of a girl with dark hair in pigtails, looking down with a sad or worried expression. She is positioned in the bottom left corner of the slide, partially overlapping the footer text.

SAFOD Policy

The Protection of Sexual Exploitation and Abuse (PSEA)

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1.0 GLOSSARY

Beneficiaries	The individuals, groups, or organizations that directly or indirectly benefit from an intervention, project, or program.
Child	A person under the age of 18, regardless of the age of majority or age of consent locally.
Complainant	The person who initially notifies UNICEF or its partners of the sexual exploitation and abuse allegation.
Gender-based violence (GBV)	An umbrella term for violence directed toward or disproportionately affecting someone because of their actual or perceived gender identity. Sexual exploitation and abuse is a form of GBV.
Implementing partners (“partners”)	Entity responsible and accountable for implementation of the intended programme. It may include government institutions, intergovernmental organizations, civil society organizations and UN agencies.
Informed consent	The voluntary agreement of an individual who has the capacity to give consent, and who exercises free and informed choice.
Personnel	This includes UNICEF or partners’ employees as well as sub-contractors, consultants, interns, or volunteers associated with or working on behalf of UNICEF or the partner organization.
Sexual exploitation and abuse (SEA)	“Sexual exploitation” is 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. “Sexual abuse” is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. This includes non-contact and online sexual exploitation and abuse.
Survivor	Refers to a person who is, or has been, sexually exploited or abused.
Whistleblower Zero-tolerance policy	Any SAFOD personnel or that of its affiliates or partners who reports SEA UN policy establishing that sexual exploitation and abuse by UN personnel (including by partners) is prohibited and that every transgression will be acted upon.

2.0 INTRODUCTION

2.1. Background

The Southern Africa Federation of the Disabled (SAFOD) takes the Protection of Sexual Exploitation and Abuse (PSEA) of all children involved in all our projects or activities very seriously. We support the rights of all children, including children with disabilities, and we are committed to their safety and well-being. As an organization, we commit ourselves to putting in place appropriate standards of conduct, including preventive measures, reporting, monitoring, investigation, and corrective measures

Headquartered in Botswana, SAFOD works in the southern Africa Development Community (SADC) through national federation of Organizations of Persons with Disabilities (OPDs)– together, these affiliates form what is known as SAFOD as an umbrella network. Both SAFOD and these national affiliates have, at one point or another, either worked with or been in contact with children – often times, children with some form of disability – as part of our work in the region.

In pursuit of our commitment as stated above, SAFOD has developed its institutional PSEA Policy, with the support of our trusted partner, UNICEF. The latter is fully committed to improving PSEA and, in keeping with the Inter-Agency Standing Committee (IASC)’s Principals’ Champion on SEA and Sexual Harassment for 2018/19, encourages all its partners to focus on scaling up: (i) safe and accessible reporting mechanisms, (ii) quality, survivor-centered support, and (iii) accountability for every child and adult survivor in all humanitarian responses. Delivering on these commitments involves ensuring UNICEF and its partners have adequate safeguards and take appropriate action to tackle SEA.

In this context, SAFOD’s staff members, volunteers and others working with SAFOD now share a common responsibility and commitment to the awareness, prevention, and reporting of and responding to SEA in the course of their work.

SAFOD’s PSEA Policy sets out common values, principles, and beliefs and describes the steps that will be taken to meet our commitment to protect children.

2.2. Goals and Objectives

Our goal is to protect children from all forms of sexual exploitation and abuse in the course of our work.

Specific objectives include:

- Provide a management strategy to prevent child abuse and protect children from SEA in the course of our work.
- Protect SAFOD staff and partners from unfair practices and processes related to SEA, and
- Provide SAFOD staff and partners with clear guidelines on what to do in the case of suspected SEA of children.

2.3 Scope

This policy applies to all part-time, full-time, and casual SAFOD employees, freelance and other experts, interns, and volunteers (hereinafter: SAFOD staff or staff) as well as affiliated national federations of OPDs in all the countries in which SAFOD is currently present in Southern Africa, other collaborating organizations, associate firms and sub-contractors (hereinafter: partners) working with SAFOD.

2.4 SAFOD's Commitment

SAFOD's commitment to the prevention of sexual exploitation and abuse will be guided by the following:

- **Awareness:** we will ensure that all SAFOD staff and partners as well as stakeholders involved in projects are aware of the problem of SEA and the risks to children.
- **Prevention:** we will ensure, through awareness and good practice, that SAFOD staff and partners minimize the risks to children.
- **Reporting:** we will ensure that SAFOD staff and partners are clear on what steps to take where concerns arise regarding the safety of children.
- **Responding:** we will ensure that action is taken to support and protect children where concerns of abuse arise.

Further to the above, SAFOD will:

- Not permit a person to work with children if it has been identified that they pose an unacceptable risk to children's safety or well-being.
- Take all child abuse concerns raised seriously.
- Take positive steps to ensure the protection of children from SEA who are the subject of any concerns.
- Support children, SAFOD staff or other adults who raise concerns or who are the subject of concerns.
- Act appropriately and effectively in instigating or cooperating with any subsequent process of investigation.
- Guide through the child protection process by the principle of 'best interests of the child.'
- Listen to and take seriously the views and wishes of children, and
- Work in partnership with parents/carers and/or other professionals to ensure the protection of children.

3.0 GUIDELINES & PROCEDURES

3.1 General Procedures

The following general procedures will mainstream SAFOD's PSEA Policy and Code of Conduct (the latter is included on the list of annexures as annex 1):

- Both PSEA Policy and Code of Conduct are made an integral part of SAFOD's quality management system and the legally binding instructions it contains.
- Contracts for persons newly employed by SAFOD will contain a provision foreseeing their dismissal or other punitive measures if they breach the Code of Conduct.
- All SAFOD subsidiaries will be required to adopt a PSEA policy that meets the standards of SAFOD's own policy in this matter.
- Any agreement between SAFOD and associate firms which concerns services directly to children will require assurance that appropriate PSEA policies and/or procedures are in place.
- A copy of the PSEA policy will be posted on the SAFOD website.
- All project offices will display contact details for reporting possible SEA and SAFOD staff will have contact details for reporting.
- A reporting procedure is put in place to investigate and deal with possible SEA.

3.2 Reporting & Investigating Guidelines

Reporting Principles

Reporting suspected or actual SEA is mandatory for all staff, volunteers, consultants, and sub-contractors.

No SAFOD staff or partner will prejudice their own position or standing with SAFOD by responsibly reporting someone who they believe is breaking the Code of Conduct.

Responsible reporting also means that any person making a report should bear in mind that all concerns are allegations until they have been investigated. For this reason, it is important for anyone raising a concern to follow the specific reporting guidelines set out below. Above all, confidentiality is expected within the reporting chain.

Reporting Procedures

All staff should normally discuss their concerns with their immediate senior manager, be it a Project Manager or a Head of Department. Where staffs are unable or unwilling to do this, they must raise their concerns with SAFOD's Director General. Any information provided to the Director General will be handled with strict confidentiality and who will only take action if breaches of the Code of Conduct can be proven conclusively.

Discussions held with a senior manager or with the Director General should focus on:

- Evidence that the Code of Conduct has been broken.
- The identified risks to the child/children.

- Measures to safeguarding children and minimise risk, and
- Action/next steps.

Discussions should focus on:

- An assessment of the reported concerns and support needs.
- Whether, and at what stage, the issue should be reported to external bodies.
- Appropriate response, e.g., disciplinary process or urgent action if children are judged to be at risk.

Senior managers should feel able to consult and seek support from other colleagues as necessary.

Victims and survivors of sexual exploitation and abuse often find it difficult to speak up about their experiences because of the stigma that is usually associated with the ordeal. It is important to make the environment in which the person; child, youth or adult, feels safe and comfortable enough to open up about their experiences so that the perpetrator can be taken to task.

For this reason, SAFOD should have a designated PSEA focal person, where victims can report indecent or behaviors done to them, where their concerns will be properly documented, investigated, and referred to the relevant authorities if there is a need and properly prosecuted. By creating proper reporting channels, SAFOD ensures that all its stakeholders are protected in the environment in which they work in, and in the same light builds' credibility for the organization as a reputable one to its stakeholders, donors, beneficiaries, and the communities they work in. By creating clear channels of reporting, SAFOD ensures that all allegations of any form of abuse are dealt with, internally and externally.

SAFOD ensures that reporting mechanisms adhere to core principles of effective reporting:

- **Safety:** creating a safe environment for the victims of sexual exploitation and abuse to be able to report the incidents to the focal person within the organization in a secluded room away from everyone else.
- **Confidentiality:** explain to the victim that whatever they share will not be shared with anyone unless they consent it or the matter needs to be taken to a third party who can appropriately deal with the matter and ensure that the perpetrator is persecuted (especially in the case of a minor or child with disability)
- **Transparency:** by getting consent from the victim about recording and documenting what is being reported, and making sure that they understand that if there is need to report to external authorities (which SAFOD liaises with e.g., police, child protection department etc.) where mandatory reporting applies there will be.
- **Accessibility:** make reporting mechanisms easy-to-use to remove any potential barriers for usage, by providing different forms of the mechanism,

which are user friendly to anyone who needs it, that is tailor making it to the target audience, so that SAFOD can tap into their level of understanding.

Develop different reporting mechanism for those victims who are uncomfortable with talking about their experience, like an incident report box, which is only accessed by the PSEA focal person, or in the case of a minors and vulnerable groups i.e.; children with disabilities including mental disabilities, use peer-to-peer support, where their peers can be the ones reporting on their behalf with consent form the victim.

Mandatory reporting:

sexual exploitation and abuse on vulnerable groups such as minors (under 18), and persons and children with disabilities, most especially those with mental disabilities (regardless of age) shall warrant a mandatory reporting.

Steps to Reporting Sexual Exploitation and Abuse Allegations

STEP 1: report any allegations, rumors or incidents of sexual exploitation, abuse, or harassment to the designated PSEA focal person through the different mechanisms of reporting. The PSEA focal person will document the incident and carry out an assessment with the victim to open a case file. The focal person should ask questions that will not make the victim uncomfortable, however questions that will help them get to the bottom of the allegations, asking questions like who, what, when, where, all the while making sure that the victim does not feel like they did anything wrong or that they brought the actions upon themselves. These assessments should be carried out in a secluded room away from everyone where the victim or person reporting can freely and comfortably tell their side of the story.

STEP2: PSEA focal person will submit the case to the organization's Human resource manager to do further investigations. Depending on what the HR uncovers and attached with the report from the PSEA focal person. The HR manager will report to higher management on the incident.

STEP3: HR manager 's findings together with the PSEA focal person's assessment will be consolidated and reported to external authorities like the police, child welfare department, hospitals and other counselling facilities which deal with the kind of exploitation or abuse, that is if the issue isn't one that can be dealt with within the organization. The organization should liaise with other stakeholders within the communities they work in to make sure issues of exploitation and abuse are dealt with.

STEP4: reporting to the relevant authorities that the organization works with like child welfare department, police department, clinics and hospitals for further assessments and investigations, where the survivor will eventually get the relevant medical, legal, or psychosocial support they require after the ordeal until the survivor's satisfaction and the case can be closed and the perpetrator prosecuted.

3.3 Training

SAFOD is committed to educating staff and others on the PSEA Policy, how to reduce risks and create child safe environments. We will promote child safe practices which keep children safe in the organisation and in their own community and provide information about child protection to the children and communities in which we work. This information will include reporting SEA if they have concerns about a SAFOD staff.

As part of its SEA training, SAFOD will:

- Provide comprehensive written documents on SAFOD's PSEA Policy to all new staff/partners.
- Incorporate extensive information on the company's PSEA Policy in the briefing procedures for new staff and/or volunteers.
- Provide child protection training for staff/volunteers assigned in projects where they will work directly with children.

4.0 ANNEXURES

Annex 1 - Code of Conduct

SAFOD CODE OF CONDUCT

This code of Conduct staff applies to all staff of SAFOD, including its volunteers and interns.

I, _____ working for _____ in _____, am signing this Code of Conduct to confirm that I understand and commit to uphold the highest standards of professional and personal conduct. I understand that the Code of Conduct applies to me throughout the period that I am employed by or representing SAFOD including when I am off duty, or away from my duty station or on leave. I understand that this Code of Conduct complements, but does not replace, any other policies, rules, and regulations of the organization. Maintaining high standards of personal and professional conduct, I understand that I always have a responsibility to ensure that all women, girls, boys and men of all ages, diversity are treated with dignity and respect, regardless of nationality. In this regard, I will not take part in any of the following:

- Engaging in any form of discrimination, harassment, abuse, intimidation, or exploitation, or in any activity that undermines people's ability to exercise their human rights.
- Engaging in or facilitating any form of theft, fraud, corruption, or abuse of power/authority.
- Asking for or inviting any personal payment, service, or favour from others, without exception, in return for support, goods or services of any kind.
- Being in possession of, or profiting from the sale of, illegal goods or substances.
- Accepting significant gifts (except small tokens of appreciation) from government, beneficiaries, donors, suppliers or other stakeholders, which have been offered as a result of my employment or representation role with the organization, without declaring them.
- Viewing, downloading, creating, or distributing pornography on the organization's computer/system.
- Engaging in or facilitating any unlawful activities such as child trafficking, human trafficking, drug trafficking, trafficking of weapons or any other illegal goods or substances.
- Protection from Sexual Exploitation and Abuse. I understand that sexual exploitation and abuse is unacceptable behavior that undermines the fundamental values and principles of SAFOD, it also jeopardizes the credibility and reputation of the organization.

In order to prevent sexual exploitation and all forms of abuse including sexual, physical, emotional, spiritual and financial, I am therefore fully committed to respecting and abiding by the following core principles:

- Sexual exploitation and abuse are a serious misconduct and grounds for disciplinary measures, including summary dismissal and/or legal action.
- Sexual activity with children (persons under the age of 18) is prohibited, regardless of the age of majority or local age of consent. Mistaken belief in the age of the child is not a defense.
- Exchange of money, employment, goods, or services for sex, including any humiliating, degrading, or exploitive behavior is prohibited.
- Any sexual relationship between colleagues is prohibited. In addition, all personnel are reminded that any form of sexual harassment and abuse of authority by staff members, supervisors or affiliates and other stakeholders is not allowed.

Reporting on incidents that may breach the Code of Conduct.

I understand that I have a responsibility to report on incidents that may be a breach of this Code of Conduct and that there may be disciplinary measures for not reporting. In this regard, I commit to:

- Report any incident or concern that relates to, or may relate to, a breach of this Code of Conduct
- Raise any matters that I believe are in breach of, or may be in breach of, the Code of Conduct through the appropriate channels, in line with the internal policies and procedures of the organization.
- I understand that failure to comply with the standards of behavior defined in this Code of Conduct may be grounds for disciplinary measures, including summary dismissal and/or legal action. This may include referral to the relevant national authorities for appropriate action, including criminal prosecution.

I confirm that I have understood it and have had it explained to me and that I hereby agree to uphold its principles.

Name: _____

Title: _____

Date: _____

Signature: _____

Human Resources Department

Name: _____

Title: _____

Signature: _____

Date: _____

SAFOD AWARENESS RAISING GUIDELINES

SAFOD and her affiliates should conduct activities to raise awareness among their personnel, beneficiaries and local communities, including children on PSEA and their organization's relevant policies and procedures to ensure that all personnel working within a certain project are well aware of the organization's stance on sexual exploitation and abuse be it on children, colleagues and community members.

SAFOD and partners should:

- Raise awareness by spreading message on what SEA is and what constitutes SEA as per the organization's definitions guided by the local and international laws and that sexual exploitation and abuse can happen even online. The messages should be tailor-made for the targeted audience, especially for vulnerable groups, so no one is left behind in knowing and understanding what SEA is and how one can report allegations.
- SAFOD should conduct trainings and refresher trainings for their staff and affiliates and any other implementing partner on SEA and remind them of their roles and responsibilities when it comes to preventing and reporting sexual exploitation and abuse in the workplace, children and communities they work in. Preventing sexual exploitation and abuse should be everyone's role and responsibility to ensure a safer environment for everyone.
- SAFOD should widely spread the information on PSEA across all social media platforms, put up posters of PSEA materials around their office and area in which they work in and hold awareness raising initiatives. All information shared should be relevant to the targeted audience, for instance if they are working with children the material should be child-friendly, using pictures to relay the messages.

RISKS OF SEA IN AN ORGANIZATION AND COMMUNITY

New projects can pose a risk to exposing beneficiaries to sexual exploitation, especially if the project is in a disadvantaged community where poverty is rife, some project personnel can be the ones to perpetuate exploitation and abuse on the beneficiaries because of the position they hold. It is for this reason that SAFOD must take mitigation strategies to ensure that any of its personnel does not take advantage of their beneficiaries irrespective of the position they hold or the status their beneficiaries are in.

In order to identify and avoid risks of SEA, organizations should take the following actions:

- **Conduct thorough and inclusive risk assessments** on SEA before designing projects, if possible as part of the initial needs assessment. This may include site safety mapping, focus group discussions with intended beneficiaries and other stakeholders (including women, children, local authorities/communities, etc.) and other relevant research methods. As part of this assessment, it is useful to identify groups that are most marginalized and at heightened risk of SEA (e.g., children with

disabilities) to ensure that design strategies are as targeted and effective as possible.

- **Consult with beneficiaries and local communities**, including at-risk groups (e.g., adolescent girls, people with disabilities, Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI) communities), as part of the initial needs assessment and routine monitoring to identify locally relevant risks and protection measures (that are in line with international laws and standards). Consultations should be safe and culturally appropriate.
- **Incorporate general prevention and safety measures for SEA** in the organization's standard programme design, such as:
 - Ensure that safe recruitment practices are followed for hiring programme personnel, including local volunteers, day laborers, etc.; this includes using a recruitment panel that is gender balanced.
 - Ensure that all personnel are PSEA-trained and have signed the code of conduct, and reporting and response procedures are set up before the start of the programme.
 - Include female personnel in programme implementation teams, where possible specifically if their roles require direct interactions with beneficiaries (e.g., food distributions, health clinics, child-friendly spaces, schools/temporary learning spaces, community centers), given that the majority of perpetrators of SEA are men.
 - Ensure that there are shared responsibilities of processes during programme intervention so that more than one person is involved ("segregation of duties").
 - Engage women and at-risk groups in the planning, design, implementation and monitoring of activities to the extent possible and if safe for those involved
 - Provide assistance interventions in safely accessible and well-lit areas.
 - Design programmes in a manner that limits one-on-one interactions between beneficiaries, particularly children, wherever possible.
 - Proactively communicate information about aid distribution procedures to the community ("aid is free" beneficiaries' rights; administrative requirements; how to report concerns; etc.) and take advice from the community to engage effectively.
 - Prominently display in their offices and on work sites SEA-related information and the organization's policies and procedures, including how to report inappropriate behavior by the organization's personnel, using a language and communication style that personnel and communities can understand.
- **Take programmatic actions** to minimize SEA risks and help connect

survivors to appropriate care in cross-sectoral programming and in distinct sectors. Organizations should also ensure that SEA-related prevention and safety measures are reflected in programme budgets and monitoring frameworks.

SAFOD PSEA RECRUITMENT VETTING GUIDELINES

Safer Recruitment and Guidance for Preventing Sexual Exploitation and Abuse

DEFINITIONS¹

The purpose of these definitions is to make sure everyone understands what SAFOD means by the terms listed.

SAFOD: Southern African federation of the disabled

Abuse: Any act of physical or emotional ill-treatment, sexual abuse, neglect or exploitation involving potential or actual harm to the health, survival, development or dignity of others and committed by a person in a position of responsibility, trust or power.

Abuse of power: The improper use of a position of power, influence or authority by an individual against others. This abuse can take the form of intimidation, threats, blackmail or humiliation (this list is not exhaustive). **Sexual abuse:** Any act, attempt or threat of a sexual nature involving force or in unequal or coercive conditions. The use of actual force is not necessary for such acts to be considered sexual abuse.

Sexual exploitation: Any actual abuse or attempted abuse committed for sexual purposes by an individual in a position of responsibility, power, or trust. This also includes obtaining financial, political, or social gains of the sexual exploitation of another individual. Participating in the organisation of abuse is also considered to be sexual exploitation.

Harassment: Any inappropriate conduct which has the purpose or effect of offending or humiliating others. This conduct may be of a verbal, non-verbal or physical nature and intended to hurt, degrade, intimidate, humiliate, or embarrass, or to create a climate of hostility, intimidation, or discomfiture. Harassment usually supposes a series of incidents.

BACKGROUND

We are a leading Southern African disability-focused network engaged in coordinating activities of organisations of Persons with Disabilities in the Southern Africa region. Promoting respect for the dignity and fundamental rights of persons with disabilities is a priority to SAFOD. We are committed to advocating for the rights of persons with disabilities and ensuring that there is zero tolerance to Sexual Exploitation and Abuse of beneficiaries and stakeholders. Protection from Sexual Exploitation and Abuse (PSEA) is everyone's responsibility and all staff at SAFOD are required to adhere to these standards. As we work, we find ourselves in positions of trust with regards to the beneficiaries we serve, our staff and partners. It is therefore vital that SAFOD members are expected to behave responsibly, appropriately and in a respectful manner when representing the organisation.

These guidelines outline the systematic vetting procedures that SAFOD has in place for job candidates these include, job description, application stage, reference checks, induction

¹ The above questions are not intended to be exhaustive and in future it can be further developed.

and performance management in accordance with local laws regarding employment, privacy and data protection including checking for prior involvement in SEA or any other safeguarding concerns. These guidelines are intended primarily for HR personnel but may also guide others such as general administrative staff, programme managers, technical advisor and other relevant staff involved in the recruitment process

DEVELOPMENT OF TORS/JOB DESCRIPTION

Prior to job announcement the HR personnel will conduct a basic assessment to identify SEA and other safeguarding risk levels related to the role.

The questions asked will cover the following:

- ✓ Does the post involve one-to-one contact with children or other vulnerable groups as persons with disabilities, employees, affiliates, or stakeholders?
- ✓ What level of supervision will the post-holder receive?
- ✓ Is it unsupervised? Does it involve working in isolation?
- ✓ Does the post involve any direct responsibility for finance or items of value?
- ✓ Does the post involve direct regular contact with the public?
- ✓ Are there any safeguards which can be put in place to minimize any potential risk?

APPLICATION STAGE

When advertising for posts SAFOD will include PSEA, child safeguarding and/or sexual harassment clause(s) in job advertisements or position terms of reference. For roles that require direct interaction with vulnerable groups particularly, children, women and persons with disabilities, additional clauses may be applied or used.

SAFOD will also publish the organisations PSEA/Safeguarding/Sexual Harassment and other staff rules and regulations on its online platforms such as websites, social media platforms

As part of the application process, SAFOD will require applicants to self-declare/disclose prior sexual or other misconduct and termination of past employment, as well as to consent to the disclosure of any misconduct or termination information by their former employers as part of the recruitment process.

The HR policy will stipulate that if a candidate responds in the affirmative to prior issues of misconduct or fails to consent to the disclosure of any misconduct, or if former proven misconduct is discovered during the vetting process, depending on the type of misconduct, consider rejecting the candidate unless there are mitigating circumstances.

questions on sexual misconduct in the PSEA, child safeguarding, and workplace sexual harassment will be included during the interview stage for potential candidates to answer. Examples of such questions are

- ✓ Have you ever been investigated for a breach of your organization's Code of Conduct, safeguarding or PSEA policy? [this question can also be asked as part of the application process]
- ✓ The Organization's Code of Conduct applies to all staff, both on and off duty. Do you have any issues with that and with signing the CoC?
- ✓ All staff in SAFOD are required to complete training on PSEA in the workplace. Are you willing to take part in and complete such trainings?

- ✓ Tell us about a time when you witnessed a case of abuse of power in the workplace. What action, if any, did you take? What did you learn?
- ✓ Some individuals may be more vulnerable to sexual exploitation and abuse than others. What groups or individuals do you think would be more at risk in terms of (organization's name)/related to the position you have applied for?
- ✓ SEA concerns: Consider this scenario: One of your team members, tells you in confidence that another team member behaved in an inappropriate way, making sexual jokes and sending pornographic images, with some female beneficiaries. Your team member feels very uncomfortable but asks you not to say anything, as they are concerned that it will damage the work relationship if their colleague discovers that they have reported on him/her. What would you do? Who else should be informed?

REFERENCE CHECKS

SAFOD will provide notification to all candidates that references will be verified and that they will be vetted for former misconduct (e.g., prior criminal records, online searches (noting that the results of such searches should not be treated as decisive, given the potential for inaccuracies or false information, prior employment checks) this will be done in accordance with national laws regarding employment, privacy, and data protection). Verbal and or oral checks will also be done to complement these and written references.

Reference checks will be conducted with the current/former HR department of the potential candidate, including to confirm that there have been no prior confirmed instances/conclusive investigations of misconduct. During the reference checks or during interview stage close attention will be given to long or sudden gaps in the individual's working history and question the reason behind the gaps.

Full reference checks will be done with prior employers and national criminal records for roles working directly with most vulnerable groups, including GBV survivors, children, persons with disabilities, LGBTIQ persons, etc.

For international recruitments, an up-to-date criminal record will be requested from the candidates last country of residence and/or home country (NB: in some instances, such records maybe difficult to access at the international level.

(See annexure for sample reference check questions

INDUCTION PROCESS

Require all new candidates to sign the Code of Conduct before being offered a contract. The code of conduct will be explained fully to all new staff, personnel, volunteers, etc. and clarify any questions they may have to ensure they fully understand requirements.

If a Code of Conduct was not signed at the time of onboarding of existing staff or other personnel, consider following up to ensure this is signed by all personnel within the organisation.

SAFOD employment contracts have a clause on PSEA including when sub-contracting. In the contract, outline disciplinary measures in the event of proven SEA allegations (e.g., termination of contract, legal measures, if applicable, etc.). Clarify that if proven, serious misconduct may be disclosed to future employers requesting this information prior to employment.

As part of orientation package SAFOD offers training in PSEA, child safeguarding and sexual harassment, human rights, and gender equality as part of all mandatory onboarding processes. Refresher trainings will be conducted at regular intervals during employment tenures, these trainings will also be offered to SAFOD affiliates.

PERFORMANCE MANAGEMENT

Include adherence to Code of Conduct (e.g., participation in PSEA and safeguarding, as well as human rights and gender equality trainings) in all performance appraisals of all staff.

Performance management o Include adherence to Code of Conduct (e.g. participation in PSEA and safeguarding, as well as human rights and gender equality trainings) in performance appraisals of all staff o Clearly include in the TORs, workplans and performance appraisals for Senior Staff/Management and PSEA/ Safeguarding focal points, their roles and responsibilities in creating and maintaining an environment, which prevents and responds to sexual exploitation and abuse and/or sexual harassment. Senior Managers have specific responsibilities and accountabilities in that regard.

In cases of confirmed misconduct, SAFOD will take robust disciplinary action (e.g., dismissal, suspension, written censure or other administrative/corrective measures, depending on the nature of the violation).

Where a case involves possible criminal conduct, if the SEA survivor/person harmed consents, report the incident to national law enforcement authorities. Before reporting, conduct a risk assessment regarding reporting to authorities and ensure the person harmed makes an informed decision by providing access to legal advice and information. Ensure safety and protection measures are applied, if required.

Maintain confidential database of disciplinary measures on staff found guilty after an investigation, including dismissals, to avoid rehiring them at a later point in time and to support reference checking among civil society organisations – including Organizations of Persons with Disabilities OPDs – and other stakeholders.

Ensure data protection in handover processes between responsible HR personnel, management, and storage of records.

SAMPLE REFERENCE CHECK QUESTIONS ON PSEA

These checks will be done in accordance with the HR policy, only the listed referees should be contacted; however, in some cases, to gain a more objective point of view on past misconduct, the Human Resources Manager / or Senior Human Resources Officer or relevant senior management staff member(s) of the candidate's last place of employment may be contacted in order to provide a reference.

Oral/verbal reference checks will be conducted to complement written references as referees may feel more comfortable speaking about past infringements instead of writing about them on paper.

The following questions will be considered.

- How do you know the candidate?
- For how long have you known the candidate?

- Do you have any suspicions that the candidate violated your organization's Code of Conduct, including sexual exploitation and abuse and sexual harassment in the workplace?
- For roles with direct interaction with groups at high risk of SEA; would you consider the candidate suitable to work with children and / or persons with disabilities?
- Hypothetically, would you like to employ or work with the candidate again? Why or why not?

Annex 4 - Referral Service Providers Contact List

SAFOD REFERRAL SERVICE PROVIDERS CONTACT LIST

BOTSWANA			
Name of Organisation	Contact Person	Contact number	Email Address
Social worker			
Childline			
Police			
Kagisano Women s shelter			
Clinic			
hopsital			
SOS			
WAR			
BONELA			
LEGABIBO			
Ditshwanelo			

SAFOD 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 organization	
Agency/org:	Contact:
Phone:	Email:
Location	

Receiving organization	
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? ☐ Yes ☐ No
Caregiver is informed about referral? ☐ Yes ☐ No (If no, explain)	

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

Services requested

☐ Mental Health Services	☐ Protection Services	☐ Shelter
☐ Psychosocial Support	☐ Legal Assistance	☐ Material Assistance
☐ Social Services	☐ Education	☐ Nutrition
☐ Medical Care	☐ Livelihood Support	☐ 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):

REFERRAL PROCEDURE

Before SAFOD refers a survivor, they should:

- Ensure that survivor understand next steps after incident report.
- Get consent form the survivor to be referred work with survivor on choosing the best services for them i.e., the organization should provide a list of service providers and give to survivor, so they chose for themselves after giving information about them.
- Fill out a referral form and assist survivor in reaching the service provider.
- Always keep all information confidential.

SAFOD INCIDENT REPORT FORM FOR SEA ALLEGATIONS

CONFIDENTIAL: Please restrict access to this document and keep it stored safely by using passwords or encryptions for computers and locking lock offices when unattended. Always use code names when referring to individuals involved in the case, omit information that could reveal identities (e.g., date of birth, address, phone number, description of unique physical traits) and keep information on the identity and personal details of persons involved separate from incident and related reports.

1. Details on how, when, and by whom, the allegation was received.
2. Description of alleged incident, including dates, times, and locations.
3. Description of alleged or suspected survivors (e.g., name, age, gender, ethnic origin/nationality, specific needs).
4. Description of alleged or suspected perpetrators (e.g., name, age, gender, nationality, organizational affiliation/position, previous record of misconduct).
5. Actions taken by organization in response to allegations to date (e.g., referral for assistance, investigations, notification of UN/Host Government):
6. Actions taken by other organizations or entities (e.g., UN, Host Government) in response to the allegation.
7. Requested support from partners (e.g., support for SEA survivors, investigations).

Report transmitted by:

Name:	Contact info (email, phone):
Title:	Date:

SAFOD EXCERPT OF LABOUR CONTRACT (ARTICLE 11)

SAFOD AND THE EMPLOYEE HAVE AGREED THE FOLLOWING:

Article Eleven: Termination of Contract

1. The Contract may be terminated by either party subject to one month notice having been given to the other party of the intention to do so, or payment in lieu of notice, for sufficient cause, a sum equal to the amount of basic pay which would otherwise have accrued to the Employee during the minimum lawful period of such notice
2. The employer may terminate the Contract of employment without giving notice of her intention to do so or making any payment such as is referred to in Article 11 (1) where the Employee is guilty of **serious misconduct** in the course of her employment: Provided that the employer shall be deemed to have waived her right under this subsection unless she exercises it within a reasonable period in all the circumstances after becoming aware of the misconduct in question.
5. For the purposes of this section, the term "serious misconduct" shall, without prejudice to its general meaning, include or be deemed to include the following –
 - (f) **Sexual exploitation and abuse.**
 - (g) **Sexual activity with children (persons under the age of 18), regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defense.**
 - (h) **Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behavior.**
 - (i) **Any sexual relationship between the Employee and a person benefitting from SAFOD's work involving improper rank or position. Such relationships can potentially undermine the credibility and integrity of SAFOD's work.**

SAFOD EXCERPT OF VOLUNTEER CONTRACT (CHILD SAFEGUARDING STATEMENT)

Child Safeguarding:

Considering that SAFOD and her affiliates work with children and young people, including those aged 18 years or below, who may be vulnerable to sexual and other forms of abuse, the volunteer shall, therefore, adhere to all measures or standards aimed at promoting the Protection of Sexual Exploitation and Abuse (PSEA) of all children involved in while working with the affiliates, including upholding appropriate standards of conduct such as investigation of suspected violations, reporting, and monitoring of confirmed violations, as well as other preventive and corrective measures.

The Volunteer shall take appropriate preventative and corrective measures against the following violations:

- Sexual exploitation and abuse.
- Sexual activity with children (persons under the age of 18), regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defense.
- Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behavior.
- Any sexual relationship between the volunteer and a person benefitting from SAFOD's work involving improper rank or position. Such relationships can potentially undermine the credibility and integrity of SAFOD's work.

Annex 9 – An Excerpt of the Child Safeguarding Statement in SAFOD Policies

The following Child Safeguarding Statement has been inserted in the following key policy documents of SAFOD:

1. SAFOD Human Resource Manual
2. SAFOD Finance, Admin Policies, & Procedures Manual
3. SAFOD AIDS Workplace Policy
4. SAFOD Gender Policy
5. SAFOD Travel Policy

SAFOD EXCERPT CHILD SAFEGUARDING STATEMENT

Child Safeguarding:

Considering that SAFOD and her affiliates work with children and young people, including those aged 18 years or below, who may be vulnerable to sexual and other forms of abuse, SAFOD shall, therefore, adhere to all measures or standards stipulated in the organization's Protection of Sexual Exploitation and Abuse (PSEA) policy – together with its own relevant code of conduct – to protect and safeguard the rights all children involved in our work. We commit to upholding appropriate standards of conduct such as investigation of suspected violations, reporting, and monitoring of confirmed violations, as well as other preventive and corrective measures.

SAFOD shall take appropriate preventative and corrective measures against the following violations:

- i. Sexual exploitation and abuse.
- ii. Sexual activity with children (persons under the age of 18), regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defense.
- iii. Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading, or exploitative behavior.
- iv. Any sexual relationship between the volunteer and a person benefitting from SAFOD's work involving improper rank or position. Such relationships can potentially undermine the credibility and integrity of SAFOD's work.

SAFOD EMPLOYEE ORIENTATION PACKAGE

We are so excited to have you on our team! With your experience, you will be a great addition. Welcome aboard!

This orientation package consists of all resources that SAFOD will use for onboarding of new staff, volunteers, interns, and consultants within the organization. The same resources may be used for re-orienting even the existing staff, volunteers, interns, and consultants who might have already been taken through this process at the recruitment phase.

These resources are outlined as follows:

1. **Offer letter and employment contract** – These include a copy of the signed job offer letter or employment contract and any accompanying non-disclosure, non-compete, confidentiality or other agreements.
2. **Organisational profile & Strategic plan** – Includes SAFOD’s background. These will help you to understand more on SAFOD’s vision and mission, as well as its objectives, programmes, and projects. A hard copy will be provided for both the profile and the strategic plan. You can also access the SAFOD website <https://www.safod.net/>
3. **Policies and procedures** – These are SAFOD’s policies, they include:
 - ✓ Protection against Sexual Exploitation and Abuse (PSEA)
 - ✓ Human Resource Policy
 - ✓ AIDS workplace Policy
 - ✓ Financial Policy
 - ✓ Gender Policy
 - ✓ Gratuity Policy
 - ✓ Travel Policy
 - ✓ Code of conduct

Please note an electronic hard drive will be shared with you, containing the policies and procedures.

4. Trainings- SAFOD will offer training in PSEA, child safeguarding and sexual harassment, human rights, and gender equality as part of all mandatory onboarding processes. Refresher trainings will be conducted at regular intervals during employment tenures. These trainings will also be offered to SAFOD affiliates.

