digna
PSEA/PEAS

TOOLKITS FOR ADDRESSING PSEA

TOOLKIT E

EXAMPLES OF PSEA AUDIT AND SELF-ASSESSMENT / CONTACTS WITHIN THE ORGANIZATIONS AND PARTNERS

Global Affairs Canada   Affaires mondiales Canada

CCIC   CCCI

FOREWORD

This toolkit aims to provide your organization with lists and check-lists useful for the development of programs on the Prevention of Sexual Exploitation and Abuse (PSEA). The six documents gathered here were developed by different organizations and have been selected among the Digna database. The documents are samples of contact lists and check-lists, and might be used as examples for each organization to produce their own call trees and self-assessment forms for PSEA.

The documents listed here regard the preparedness and self-assessment of the organizations' procedures.

Digna deems some documents as particularly useful for the development of similar tools within the organizations.

For example, the list of contacts provided by Regional Safe Spaces Network / UNHCR – document 3 in this toolkit – comprises a prompt way of knowing who to reach out to within both organizations and partners, and highlights the importance of this information to be periodically updated. For its part, the checklist developed also by Regional Safe Spaces Network / UNHCR – document 5 in this toolkit – is a complete instrument for self-auditing regarding preparedness for PSEA.

Digna is committed to provide your organization with clear and useful tools. We hope they will help your work while developing PSEA instruments that allow self-assessment and updated available information on contacts.

LIST OF DOCUMENTS

1   **Mainstreaming PSEA checklist: Audit your organization** – Inter-Agency PSEA-CBCM Best Practice Guide, 2016, Annex 4, pp. 102-104.

2   **Survey Questions** – Educo (Member of the ChildFund Alliance), Plan International, Save the Children UK, War Child UK and World Vision International, Interagency Study on Child-Friendly Feedback and Complaint Mechanisms within NGO programmes. Phase one report, survey findings, 2015, pp. 35-37.

3   **PSEA focal points and alternatives** – Regional Safe Spaces Network / UNHCR, Regional Toolkit for Protection from Sexual Exploitation and Abuse, Sexual Harassment (PSEA/PS) and Inter-Agency Community-Based Complaint Referral Mechanism in the Americas, 2019, p. 55-58.

4   **Consultation on organizational policies and procedures for PSEA and complaint procedures** – Regional Safe Spaces Network / UNHCR, Regional Toolkit for Protection from Sexual Exploitation and Abuse, Sexual Harassment (PSEA/PS) and Inter-Agency Community-Based Complaint Referral Mechanism in the Americas, 2019, pp. 80-81.

5   **PSEA self-audit checklist** – Regional Safe Spaces Network / UNHCR, Regional Toolkit for Protection from Sexual Exploitation and Abuse, Sexual Harassment (PSEA/PS) and Inter-Agency Community-Based Complaint Referral Mechanism in the Americas, 2019, pp. 95-98.

6   **Online Self-assessment** – Keeping the Children Safe

- to develop a PSEA Policy and Code of Conduct (ANC 03-20: Breakout Session 2)
- to reach partners and beneficiaries (ANC 03-20: Breakout Session 3)

ANC = Annual National Conference

4h.   Audit Your Organization Against the IASC Minimum Operating Standards for PSEA

Determine to what level your organization has implemented each of the pillars below. Mark the appropriate column to the right with a ✓ indicating:

a. implemented

b. partially implemented

c. not implemented

d. do not know

Pillar 1: Management and coordination:

* Effective policy development and implementation

* Cooperative arrangements

* Dedicated department / focal point committed to PSEA

		a.	b.	c.	d.
1.	A policy stating standards of conduct, including acts of SEA, exists and a work plan to implement the policy is in place.				
2.	The policy/standards of conduct have been conveyed to current staff and senior management (at HQ and field level) on repeated occasions (such as inductions and refresher trainings).				
3.	SG's Bulletin (ST/SGB/2003/13) or respective codes of conduct are included in general contract conditions.				
4.	Procedures are in place to receive written agreement from entities or individuals entering into cooperative arrangements with the agency that they are aware of and will abide by the standards of the PSEA policy.				
5.	A dedicated department/focal point have the overall responsibility for the development and implementation of PSEA policy and activities.				
6.	The responsible department/focal point is required to regularly report to senior management on its progress on PSEA through the Senior Focal Point on PSEA.				
7.	Staff members dealing with PSEA have formalised responsibility for PSEA in their job description, performance appraisal or similar.				
8.	They have received systematized training on PSEA and the time committed to PSEA is commensurate with the scale of implementation required under the current situation of the organization.				

ANNEX 4

DOCUMENT 1

MAINSTREAMING PSEA CHECKLIST: AUDIT YOUR ORGANIZATION

INTER-AGENCY PSEA-CBCM BEST PRACTICE GUIDE, 2016

Pillar 2: Engagement with and support of local community population

- Effective and comprehensive communication from HQ to the field on expectations regarding raising beneficiary awareness on PSEA.

- Effective community based complaints mechanisms (CBCM), including victim assistance.

		a.	b.	c.	d.
1.	The HQ has communicated in detail the expectations regarding beneficiary awareness raising efforts on PSEA (including information on the organisation's standards of conduct and reporting mechanism).				
2.	The HQ has distributed examples of awareness-raising tools and materials to be used for beneficiary awareness raising activities.				
3.	The HQ urges its field offices to participate in community-based complaint mechanisms that are jointly developed and implemented by the aid community adapted to the specific locations.				
4.	There is guidance provided to the field on how to design the CBCM to ensure it is adapted to the cultural context with focus on community participation.				
5.	There is a mechanism for monitoring and review of the complaint mechanism.				
6.	The organisation has written guidance on the provision of victim assistance.				

Pillar 3: Prevention

- Effective recruitment and performance management.

- Effective and comprehensive mechanisms are established to ensure awareness-raising on SEA amongst personnel.

		a.	b.	c.	d.
1.	The organisation makes sure that all candidates are required to sign the code of conduct before being offered a contract.				
2.	Each organisation commits to improving its system of reference checking and vetting for former misconduct.				
3.	Supervision and performance appraisals include adherence to participation in Code of Conduct trainings (or similar) that includes PSEA.				

ANNEX 4

4.	Performance appraisals for Senior Management include the adherence to create and maintain an environment which prevents sexual exploitation and abuse and promotes the implementation of the ST/SGB/2003/13 or code of conduct.				
5.	Staff receives annual refresher training on the standards of conduct, learn about the mechanism to file complaints and reports of misconduct and the implications of breaching these standards.				
6.	Training on misconduct (specifically mentioning SEA) forms part of the induction process.				
7.	Staff members are aware of their obligation to report SEA/misconduct and are aware that there is a policy for Protection from retaliation in place.				

Pillar 4: Response

- Internal complaints and investigation procedures in place

		a.	b.	c.	d.
1.	Written procedures on complaints/reports handling from staff members or beneficiaries are in place.				
2.	Staff members are informed on a regular basis of how to file a complaint/report and the procedures for handling these.				
3.	Standard investigation operating procedures or equivalent issued and used to guide investigation practice.				
4.	Investigations are undertaken by experienced and qualified professionals who are also trained on sensitive investigations such as allegations of SEA.				
5.	Investigations are commenced within 3 months and information about out come is shared with the complainant.				
6.	Substantiated complaints have resulted in either disciplinary action or contractual consequences and, if not, the entity is able to justify why not.				

ANNEX 4

DOCUMENT 2

SURVEY QUESTIONS

EDUCO (MEMBER OF THE CHILDFUND ALLIANCE), PLAN INTERNATIONAL, SAVE THE CHILDREN UK, WAR CHILD UK AND WORLD VISION INTERNATIONAL, INTERAGENCY STUDY ON CHILD-FRIENDLY FEEDBACK AND COMPLAINT MECHANISMS WITHIN NGO PROGRAMMES. PHASE ONE REPORT, SURVEY FINDINGS, 2015

Annexes

Annex 1. Survey questions

What mechanisms are in place for children?
- ☐ What mechanisms or activities currently exist within your organisation that allow you to gather feedback or complaints from children?
- ☐ Please give examples of all options, activities or mechanisms available to children and youth (complaint boxes, meetings, court yard sessions, one-to-one contact, mobile phones, all others?)
- ☐ For each mechanism identified, how often are they used?
- ☐ What efforts are made to ensure anonymity?

How were the mechanisms set up?
- ☐ Have you consulted with groups of children on how they would like to share feedback to inform the setting up of these mechanisms?
- ☐ If yes, which methodology have you used for consultation, and what was the outcome?
- ☐ If no, if we were to consult with children on their preferred feedback mechanism/activity, then what do you think children will tell us?

Information sharing
- ☐ How do children know about (how are they made aware of) the feedback mechanisms/activities in your organisation?
- ☐ Generally, what information sharing methods do children find most useful and accessible? (leaflets, billboard, flex print, community level meetings, one-to-one contact, etc.)
- ☐ How do you ensure that children are aware of their valuable role in providing feedback, particularly where safeguarding issues are concerned? (How do we ensure that children know their opinion matters?)

SURVEY QUESTIONS

EDUCO (MEMBER OF THE CHILDFUND ALLIANCE), PLAN INTERNATIONAL, SAVE THE CHILDREN UK, WAR CHILD UK AND WORLD VISION INTERNATIONAL, INTERAGENCY STUDY ON CHILD-FRIENDLY FEEDBACK AND COMPLAINT MECHANISMS WITHIN NGO PROGRAMMES. PHASE ONE REPORT, SURVEY FINDINGS, 2015

Who do we hear from?

- ☐ Which groups of children are providing feedback? (disaggregate by age, gender, vulnerability, frequency of providing feedback)
- ☐ For each group of children identified above, which types of feedback mechanisms/activities do they most prefer to use, and which do they least prefer to use? Why do they have this preference? How do you know about this preference?
- ☐ Are there any groups of children who are reluctant, unable or unwilling to give their feedback? Which groups?
- ☐ Why are they reluctant, unable or unwilling? How do you know this? How do you support these children?

What are we hearing?

- ☐ In general, what kinds of issues have you heard feedback from children on?
- ☐ Are we recording what we hear? How do we do this?
- ☐ Specifically, do the mechanisms in place manage to solicit concerns about safeguarding issues, including safety of programmes, breaches of our code of conduct, and sexual exploitation and abuse? If yes, which mechanisms or which features of mechanisms proved helpful? If not, what were the reasons?
- ☐ Have we managed to protect confidentiality when sensitive issues were reported?
- ☐ What has been key, in your experience, to keeping feedback from children confidential?
- ☐ Were there any cases where we did not manage to respond to a sensitive issue raised by a child as per our procedures or any harm was done? If yes, how did we deal with that?

Appropriateness and effectiveness of the mechanisms

- ☐ Do children face any challenges to providing feedback with the existing mechanisms/activities? If yes, what types of challenges do they face?
- ☐ In your opinion, are the existing mechanisms effective in soliciting and handling feedback from children?
- ☐ How do we deliver the responses to children? (i.e. How do children know that adults have heard/read their concerns and are responding to them?)
- ☐ Are we or partners able to handle the amount of feedback data that is received and deliver the responses in a timely manner?
- ☐ What have been the challenges in managing feedback mechanisms for children?
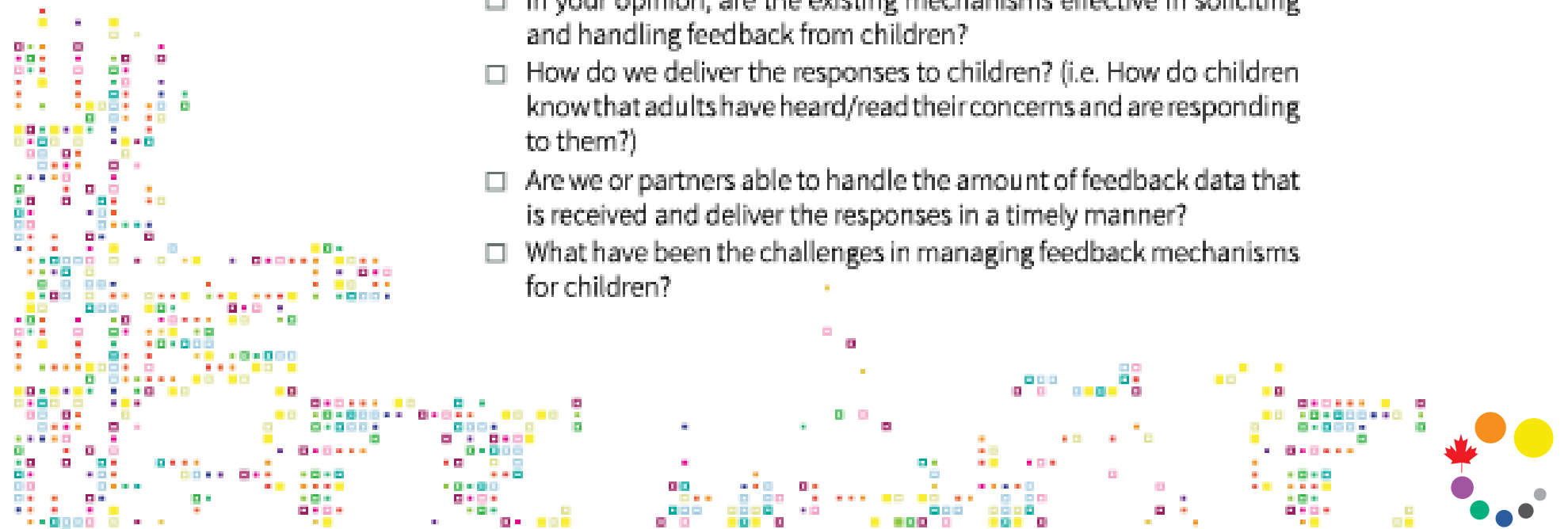
SURVEY QUESTIONS

EDUCO (MEMBER OF THE CHILDFUND ALLIANCE), PLAN INTERNATIONAL, SAVE THE CHILDREN UK, WAR CHILD UK AND WORLD VISION INTERNATIONAL, INTERAGENCY STUDY ON CHILD-FRIENDLY FEEDBACK AND COMPLAINT MECHANISMS WITHIN NGO PROGRAMMES. PHASE ONE REPORT, SURVEY FINDINGS, 2015

What are our lessons learnt?

- ☐ Do you have any suggestions on what suitable feedback/complaint mechanisms/activities for children should look like?
- ☐ Which of the mechanisms/activities will work better for children living in rural and urban locations? Girls, boys? Humanitarian or development contexts?
- ☐ What features of a feedback mechanism/activity make them specifically child-friendly?
- ☐ Have the mechanisms proved a value added for the programme? That is, have they helped us hear more from children? Have they helped us hear about issues we were not hearing about before? Have we, as a result of the feedback, made changes to our programmes? What kinds of changes were made?

Staff capacity

- ☐ What skills are necessary for our staff to be able to set up and manage feedback mechanisms for children?
- ☐ Are staff clear about their roles and responsibilities for seeking and handling feedback from children and how the relevant policies such as safeguarding and code of conduct are linked to the process?
- ☐ Has any support been provided to staff (agency as well as partner) to set up and manage these mechanisms? If yes, what was done?
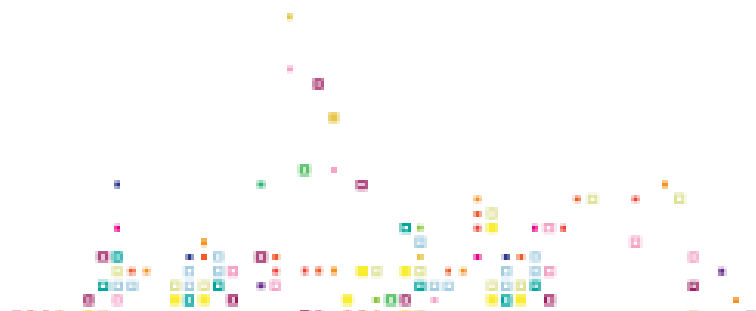
DOCUMENT 3

PSEA FOCAL POINTS AND ALTERNATIVES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

ANNEXES

ANNEX VII
PSEA FOCAL POINTS AND ALTERNATIVES

NOTE — This contact list will be updated every 6 months by the Regional PSEA Network and will be available online on the RSSN service referral map in the Americas Region; *https://www.arcgis.com/apps/MapSeries/index.html?appid=ae15aa2fe0c4469b83ea10f0925e8625*

List Dated: 01 October 2019

AGENCY	FULL NAME	TITLE	EMAIL	TEL NO	COUNTRY
Asociación Lambda	Focal Point: Carlos Valdes	Director	charly251@hotmail.com	45710633	Guatemala
	Alternate: Estuardo Juarez	Case manager	estuardo.moscoso1980@gmail.com	55475236	
Cruz Roja Guatemalteca	Focal Point: Héctor López	Coordinator	hector.lopez@cruzroja.gt	54478970	Guatemala
	Alternate: Gladys Coton		gladys.cotom@cruzroja.gt	41736008	
Pastoral de Movilidad Humana	Focal Point: Walter Paxtor	Coordinator	pastoral.rpm@gmail.com	59968894	Guatemala
	Alternate: Amilcar Vasquez	Coordinator	movhuceg@yahoo.com	59228504	
Refugio de la Niñez	Focal Point: Rosibel Najera	Manager	coordinacionraicesdeamor@refugiodelaniñez.org.gt	55275798	Guatemala
	Alternate: Oty Morales	Psychologist		55275798	
ODHAG	Focal Point: Mario Ramirez	Psychologist	mramirez@odhag.org.gt	49559535	Guatemala
	Alternate: Evelyn Martinez	Social Worker	emartinez@odhag.org.gt	55627324	
Asociación Lambda	Focal Point: Carlos Valdes	Director	charly251@hotmail.com	45710633	Guatemala
	Alternate: Estuardo Juarez	Case manager	estuardo.moscoso1980@gmail.com	55475236	
Cruz Roja Guatemalteca	Focal Point: Héctor López	Coordinator	hector.lopez@cruzroja.gt	54478970	Guatemala
	Alternate: Gladys Coton		gladys.cotom@cruzroja.gt	41736008	
Pastoral de Movilidad Humana	Focal Point: Walter Paxtor	Coordinator	pastoral.rpm@gmail.com	59968894	Guatemala
	Alternate: Amilcar Vasquez	Coordinator	movhuceg@yahoo.com	59228504	
Refugio de la Niñez	Focal Point: Rosibel Najera	Manager	coordinacionraicesdeamor@refugiodelaniñez.org.gt	55275798	Guatemala
	Alternate: Oty Morales	Psychologist		55275798	
ODHAG	Focal Point: Mario Ramirez	Psychologist	mramirez@odhag.org.gt	49559535	Guatemala
	Alternate: Evelyn Martinez	Social Worker	emartinez@odhag.org.gt	55627324	
Casa del Migrante Scalabrini	Focal Point: Astrid Montenegro	Coordinator	asticha22@gmail.com	53175004	Guatemala
	Alternate: Karina Lopez	Social Worker	kopez2100@gmail.com	59806099	
UNHCR Guatemala	Focal Point: Amanda Solano	Protection Officer	solano@unhcr.org		Guatemala
	Alternate: Susan Carrera	Protection Assistant	carrera@unhcr.org		

55

DOCUMENT 3

PSEA FOCAL POINTS AND ALTERNATIVES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

REGIONAL INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS
For Regional Cross-Border and Inter-Agency referrals of SEA/SH complaints

AGENCY	FULL NAME	TITLE	EMAIL	TEL NO	COUNTRY
UNHCR Mexico	Focal Point: Margarita Bonilla	Ass. Field Officer	bonilla@unhcr.org		Mexico
	Alternate: Sofia Cardona	Resettlement Associate	cardona@unhcr.org		
UNHCR El Salvador	Focal Point: Inti Alvarado	Associate Protection Officer	ALVARADI@unhcr.org		El Salvador
	Alternate: Andrea Astacio	Protection Assistant	astacio@unhcr.org		
UNHCR Honduras	Focal Point: Lara Zunelli	Eligibility Officer	ZUNELLI@unhcr.org		Honduras
UNHCR Costa Rica	Focal Point: Miguel Urbano	Associate Durable Solutions Officer	urbano@unhcr.org	22420741	Costa Rica
	Alternate: Kelleen Corrigan	Senior Protection Officer	CORRIGAK@unhcr.org	84506001	
HIAS	Focal Point: Gabriela Núñez	Country Director	gabriela.nunez@hias.org	87774466/ 40004427	Costa Rica
RET Internacional	Focal Point: Jazmin Monge	Project Officer	j.monge@theret.org	22342523/ 40356913	Costa Rica
	Alternate: Rodrigo Zuniga			40356913	
CENDEROS	Focal Point: Cristina Valerio	Immediate Assistance Coordination	c.valerio@cenderos.org	87102441	Costa Rica
Consultorio Jurídico Universidad de la Salle	Focal Point: Fidelina Mena	Director	fidemenac76@gmail.com		Costa Rica
Glasswing	Focal Point: Laura Sequeira	Country Director	lsequeira@glasswing.org	88591808	Costa Rica
DNI Costa Rica	Focal Point: Karin van Wijk	General Coordinator	coordinaciongeneral@dnicostarica.org	88871618	Costa Rica
UNHCR ROPAN	Focal Point: Itza de Gracia	Program Associate	degracia@unhcr.org	66231820	Panama
	Alternate: María Lorena Suarez	Regional Protection Officer	suarezm@unhcr.org	64122386	
UNHCR Brazil	Focal Point: Gabriela Cortina	Resettlement Officer	cortina@unhcr.org		Brazil
Asociación Lambda	Focal Point: Carlos Valdes	Director	charly251@hotmail.com	45710633	Guatemala
	Alternate: Estuardo Juarez	Case manager	estuardo.moscoso1980@gmail.com	55475236	
Cruz Roja Guatemalteca	Focal Point: Héctor López	Coordinator	hector.lopez@cruzroja.gt	54478970	Guatemala
	Alternate: Gladys Coton		gladys.cotom@cruzroja.gt	41736008	
Pastoral de Movilidad Humana	Focal Point: Walter Paxtor	Coordinator	pastoral.rpm@gmail.com	59968894	Guatemala
	Alternate: Amilcar Vasquez	Coordinator	movhuceg@yahoo.com	59228504	
Refugio de la Niñez	Focal Point: Rosibel Najera	Manager	coordinacionraicesdeamor@refugiodelaninez.org.gt	55275798	Guatemala
	Alternate: Oty Morales	Psychologist		55275798	
ODHAG	Focal Point: Mario Ramirez	Psychologist	mramirez@odhag.org.gt	49559535	Guatemala
	Alternate: Evelyn Martinez	Social Worker	emartinez@odhag.org.gt	55627324	
Casa del Migrante Scalabrini	Focal Point: Astrid Montenegro	Coordinator	asticha22@gmail.com	53175004	Guatemala
	Alternate: Karina Lopez	Social Worker	kopez2100@gmail.com	59806099	
UNHCR Guatemala	Focal Point: Amanda Solano	Protection Officer	solano@unhcr.org		Guatemala
	Alternate: Susan Carrera	Protection Assistant	carrera@unhcr.org		

PSEA FOCAL POINTS AND ALTERNATIVES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

ANNEXES

AGENCY	FULL NAME	TITLE	EMAIL	TEL NO	COUNTRY
UNHCR Mexico	Focal Point: Margarita Bonilla	Ass. Field Officer	bonilla@unhcr.org		Mexico
	Alternate: Sofia Cardona	Resettlement Associate	cardona@unhcr.org		
UNHCR El Salvador	Focal Point: Inti Alvarado	Associate Protection Officer	ALVARADI@unhcr.org		El Salvador
	Alternate: Andrea Astacio	Protection Assistant	astacio@unhcr.org		
UNHCR Honduras	Focal Point: Lara Zunelli	Eligibility Officer	ZUNELLI@unhcr.org		Honduras
UNHCR Costa Rica	Focal Point: Miguel Urbano	Associate Durable Solutions Officer	urbano@unhcr.org	22420741	Costa Rica
	Alternate: Kelleen Corrigan	Senior Protection Officer	CORRIGAK@unhcr.org	84506001	
HIAS	Focal Point: Gabriela Núñez	Country Director	gabriela.nunez@hias.org	87774466/ 40004427	Costa Rica
RET Internacional	Focal Point: Jazmin Monge	Project Officer	j.monge@theret.org	22342523/ 40356913	Costa Rica
	Alternate: Rodrigo Zuniga			40356913	
CENDEROS	Focal Point: Cristina Valerio	Immediate Assistance Coordination	c.valerio@cenderos.org	87102441	Costa Rica
Consultorio Jurídico Universidad de la Salle	Focal Point: Fidelina Mena	Director	fidemenac76@gmail.com		Costa Rica
Glasswing	Focal Point: Laura Sequeira	Country Director	lsequeira@glasswing.org	88591806	Costa Rica
DNI Costa Rica	Focal Point: Karin van Wijk	General Coordinator	coordinaciongeneral@ dnicostarica.org	88871618	Costa Rica
UNHCR ROPAN	Focal Point: Itza de Gracia	Program Associate	degracia@unhcr.org	66231820	Panama
	Alternate: María Lorena Suarez	Regional Protection Officer	suarezm@unhcr.org	64122386	
UNHCR Brazil	Focal Point: Gabriela Cortina	Resettlement Officer	cortina@unhcr.org		Brazil
HIAS VENEZUELA	Focal Point: Angelica Sarmiento	Program Manager	angelica.sarmiento@hias.org	4122665115	Venezuela
	Alternate: Jenny Fernandez	National Project Coordinator	jenny.fernandez@hias.org	4122665114	
NRC	Focal Point: Adriana Arias	Lawyer	adriana.arias@nrc.no	0414-7267323	Venezuela
	Alternate: Rosa Godoy	Lawyer	rosa.godoy@nrc.no	4247566243	
JRS-VENEZUELA	Focal Point: Juan Carlos Ramírez Molina	Agro-food engineer	tsc.sjrven@gmail.com	0416-7791107	Venezuela
	Alternate: Mariajosé García Romero	Political Sciences	ts.sjrven@gmail.com	0424-7368202	
UNHCR Venezuela	Focal Point: Carolina Mateos	Senior Protection Officer	mateos@unhcr.org		Venezuela
	Alternate: Adriana Negry	Protection Officer (SGBV/ CP)	negrylei@unhcr.org		
APOYAR	Focal Point: Dania Carina González Tovar		apoyotecnico4@apoyar.org	3132883150	Colombia
	Alternate: María Claudia Velandia Lara		apoyotecnico@apoyar.org	3015566114	

57

PSEA FOCAL POINTS AND ALTERNATIVES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

REGIONAL INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS
For Regional Cross-Border and Inter-Agency referrals of SEA/SH complaints

AGENCY	FULL NAME	TITLE	EMAIL	TEL NO	COUNTRY
Comité Internacional de Rescate	Focal Point: Edith Guerrero	Manager of protection and empowerment of women	edith.guerrero@rescue.org	3127049367	Colombia
	Alternate: Lina Castro	Gender Focal Point	LinaJimena.Castro@rescue.org	3127055681	
Comité Internacional de Rescate	Focal Point: Carlos Miranda	Child Protection Manager	carlos.mirandasanguino@rescue.org	3127070507	Colombia
	Alternate: Natali Dulce	Child Protection Focal Point	Maria.Dulcey@rescue.org	3127080345	
UNHCR Colombia	Focal Point: Chelsea Sommer	Associate Protection Officer CBP	sommer@unhcr.org		Colombia
	Alternate: Saskia Loochkartt	Associate Community Services Officer, Protection	loochkar@unhcr.org		
HIAS	Focal Point: Margarita Ron	Coordinator of the Psychosocial and Social Work Program	margarita.ron@hias.org	999882272	Ecuador
NRC	Focal Point: Brigitte Quintero	Technical Officer ICLA	brigitte.quintero@nrc.no	968230340	Ecuador
Kimirina	Focal Point: María Elena Acota	Technical Director	eacosta@kimirina.org	2449585/ 0992826255	Ecuador
Dialogo Diverso Ecuador	Focal Point: Jorge Medradan Jordan	Facilitator of personal and group processes	micasafueradecasa@dialogodiverso.org	(+) 593 999889801	Ecuador
	Alternate: Aitor Narbarte	Psychologist	psicologia@dialogodiverso.org	(+)593 999889801	
Fundacion Ecuatoriana Equidad	Focal Point: Alejandra Quintero		mquintero@fequidadecuador.org	983882018	Ecuador
	Alternate: Efrain Soria	Psychologist	coordinacion@fequidadecuador.org	996671112	
Casa de Acogida "Manos Unidas Tejiendo Progreso"	Focal Point: Vanessa Rodríguez Casanova	Administrator	ca.manosunidastulcan@gmail.com	990165000	Ecuador
	Alternate: Gabriela Rodas	Protection Assistant (SGBV)	rodasher@unhcr.org	939436405	
NRC (Norwegian Refugee Council)	Focal Point: Mileidy Capurro Tapia	Team Leader ICLA, Tulcán Office	mileidy.capurro@nrc.no	(593)9880 23010	Ecuador
	Alternate: Harold Freire	ICLA Assistant	harold.freire@nrc.no	(593) 98834 9895	
ASA	Focal Point: Monica Barreno	Social Worker	coordinacion.asa2019@gmail.com	997034499	Ecuador
	Alternate: Nathali Herrera	Psychologist	psicologia.asa2019@gmail.com	999733421	
UNHCR Ecuador	Focal Point: Juan Pablo Terminiello	Protection Assistant	terminie@unhcr.org		Ecuador
	Alternate: Diego Nardi	Protection Associate Officer	NARDID@unhcr.org		
UNHCR Peru	Focal Point: Collen Roberts	Protection Officer (CB/SGBV/CP)	robertco@unhcr.org		Peru
	Alternate: Natalia Al-Bani Asensio	Protection Officer (SGBV)	albani@unhcr.org		
WORLD VISION CHILE	Focal Point: Paola Avello Ramos	National Coordinator ESF	paola_avello@wvi.org	569429 48124	Chile
	Alternate: Natalia Cuello	Local Coordinator ESF	natalia_cuello@wvi.org	5695004 7562	
UNHCR Chile	Focal Point: Silvana Lauzan	Snr Prot Associate	lauzans@unhcr.org		Chile

CONSULTATION ON ORGANIZATIONAL POLICIES AND PROCEDURES FOR PSEA AND COMPLAINT PROCEDURES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

REGIONAL TOOLKIT
for PSEA/SH and Community-Based Complaint and Referral Mechanism in the Americas

TOOL: DISCUSSION GUIDE

Name of partner: _____

Partner representative(s) name and role: _____

Location and Date: _____

Relationship with other service providers: _____

Main activities implemented by partner: _____

GUIDING QUESTIONS	RESPONSES
Make a brief introduction of the subject and make sure that all participating understand the purpose of the consultation and how the responses can be used. Please refer to the first section of this guidance note in preparation of the consultations.	
Question 1 - 10 relate to organisational policies and procedures for PSEA/SH and complaint procedures	
1. Does your organization have a Code of Conduct (CoC) that includes protection from sexual exploitation and abuse and sexual harassment (SEA/SH)?	
2. Does your organisation have a policy on prevention and protection from SEA/SH?	
3. Does your organization have clear procedures for handling complaints on SEA/SH (from staff or concerned people)?	
4. Does your organization have a SEA/SH investigation policy/procedure in place?	
5. Does your organisation have the capacity to **initiate** an investigation of a SEA/SH complaint within 72 hours of receipt? If not, what procedure would you follow in [name of site] _____ ?	
6. Does your organisation have assigned PSEA focal points, in [name of site] _____? Do they have clear TORs of their responsibilities?	
7. Has your staff given or received any training on PSEA/SH (within the last 12 months)?	
8. Are protection risks, for concerned populations assessed and well understood by your programmes and staff?	
9. Are risks of SEA of communities and concerned populations assessed and reviewed regularly in your programme activities?	
10. Does your organization participate in any coordination groups in relation to Protection, SGBV, PSEA in [programme / operational site] _____?	

80

CONSULTATION ON ORGANIZATIONAL POLICIES AND PROCEDURES FOR PSEA AND COMPLAINT PROCEDURES

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

TOOLS

GUIDING QUESTIONS	RESPONSES
Questions 22 – 24 relate to awareness raising of PSEA feedback and community-based complaint mechanisms with communities / concerned populations	
22. Has your organization informed people/ concerned persons of their rights regarding protection from SEA? If so, give details: methods, how many people reached etc.?	
23. Has your organisation informed people/ concerned persons of how they can raise a concern, provide feedback or make a complaint in [site]? If so, give details: methods, how many people reached etc.?	
24. In your area of operation does your organisation ensure that all concerned populations, from all back grounds and origins, women, girls, men and boys, people of all sexual orientations and gender identities, indigenous populations, people with functional diversity and others, can access, use and are informed about their rights and how to provide feedback and submit a complaint? Please give examples of how this is done, what methods have been used.	
Questions 25 – 28 relate to organisational policies and procedures to prevent and protection personnel from sexual harassment (SH)	
25. Does your organization have a clear staff policy on prevention of sexual harassment, bullying, abuse of power within the organization?	
26. Has your organisation informed its personnel on its anti-bullying, zero-tolerance of sexual harassment and any abuse of power in the workplace and in the field?	
27. Does your organization have clear policies and procedures on grievances and whistle-blowing for personnel? Are personnel made aware of this policy and of how to use it?	
28. Is an dedicated HR function exist in your organization to manage issues of sexual harassment, and other forms of harassment by personnel?	
FINAL ROUND-UP QUESTIONS	
29. What key challenges does your organization have to setting up PSEA/SH systems in your organisation? i.e. complaint mechanisms, reporting and referral systems, PSEA policies etc.	
30. Are there any questions or anything else that the partner wants to discuss in relation to the consultation?	

81

DOCUMENT 5

PSEA SELF-AUDIT CHECKLIST

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

TOOLS

TOOL 7
PSEA/SH SELF-AUDIT CHECKLIST

https://enketo.unhcr.org/x/#H7Z8Xocn

This self-auditing tool has been developed as part of the Americas Regional PSEA Network to support service providers (offices, agencies) to understand where they stand in relation to preventing sexual exploitation and abuse (SEA) and sexual harassment (SH). The self-audit process supports the identification of gaps and provides direction on the next steps you and your agency can take to strengthen ongoing work to protect those with whom we work.

As part of continuing efforts to strengthen the prevention of SEA/SH in the Americas, the results of the self-audit can be shared with the PSEA Network Focal Points. This can promote a collective response to PSEA/SH and can assist service providers to take specific measures to address and focus on identified weaknesses.

For the purposes of this checklist, the term 'Code of Conduct' refers to a service provider's own Code of Conduct for its personnel, as long as it makes explicit its commitment to PSEA/SH and incorporates the PSEA/SH principles.

For each statement, each box should be ticked:
A = fully in place; **B** = partially in place; **C** = not in place.

Grouping the results into Mostly As/Bs or Cs, will give an indication of your agency's progress. It should also be noted that boxes highlighted in yellow are considered to be essential and therefore a priority for PSEA/SH. It these are "B" or "C", then these would be critical areas to focus on.

1	RECRUITMENT AND INTERVIEWS	A	B	C
A	The service provider has a Gender Policy and monitors the gender-balance of staffing and strives to be gender-balanced, at all levels of responsibility, in both main and sub-offices and among nationally and internationally contracted staff and community workers.			
B	During the recruitment / interview process, the service provider discusses policies regarding relations between staff and concerned population and assesses interviewee's responses to Code of Conduct related questions.			
C	References are rigorously gathered and follow a specific format /checklist while respecting the principle of confidentiality. They should include questions about disciplinary actions.			
D	All personnel (e.g. staff, consultants, contractors, volunteers) contracts or templates include the main principles of the Code of Conduct or have the Code of Conduct attached, which should also be available in the language of the relevant country.			
E	All job advertisements reaffirm the provider's/agency's commitment to the Code of Conduct and PSEA/SH.			
F	Applicants must fill in job application forms, which require the applicant to give information about criminal convictions, reasons for leaving previous jobs and periods when no employer is listed.			

95

DOCUMENT 5

PSEA SELF-AUDIT CHECKLIST

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

REGIONAL TOOLKIT
for PSEA/SH and Community-Based Complaint and Referral Mechanism in the Americas

2	RECRUITMENT AND INTERVIEWS	A	B	C
A	There is an orientation/induction process for all personnel, including community volunteers, contractors etc., which includes administrative procedures and human resources as well as programmatic and operational issues.			
B	Guidance is provided to new employees on the cultural context, gender equality principles, and appropriate behaviour expected of personnel as well as complaint, investigation and disciplinary procedures and consequences.			
C	During the orientation process, personnel are taken through the Code of Conduct, which includes PSEA/SH principles, by a manager/supervisor to ensure they understand the issues and have their questions answered.			

3	MANAGEMENT	A	B	C
A	Senior management work to ensure an organizational culture which eliminates sexual exploitation and abuse, and sexual harassment. For example, PSEA/SH is included as part of the performance goals for managers and performance is rated in accordance with the implementation of these goals. Senior managers make regular announcements on these issues and personnel are reminded that the organization takes these issues seriously.			
B	The agency/office has developed and incorporated into personnel rules and regulations a Code of Conduct, which includes principles related to protection from sexual exploitation and abuse and protection from sexual harassment, as well as appropriate investigation and disciplinary procedures when violations of core principles occur.			
C	Senior managers are required, and are evaluated on their ability, to promote the standards outlined in the Code of Conduct internally to the agency to personnel, with other agencies/service providers, and among concerned populations.			

4	AWARENESS RAISING / TRAINING	A	B	C
A	The Code of Conduct including PSEA/SH principles (either a simplified or complete version) is displayed in all operational and office areas.			
B	The agency/office has distributed the Code of Conduct and PSEA/SH policies and guidelines, in English or translated versions, to all personnel.			
C	A manager is responsible for ensuring that a training strategy is being implemented to raise awareness of gender equality, SGBV, human rights, SEA/SH prevention and response, and the Code of Conduct among all personnel, in addition to procedures for reporting incidences, whether substantiated or not (including consultants, contractors, incentive staff, security guards, collaborators etc).			
D	Personnel who have direct contact with concerned populations receive more in depth training on causes and consequences of SGBV and SEA on a regular basis.			

5	REPORTING AND COMPLAINTS MECHANISMS	A	B	C
A	The agency/office has established, together with concerned populations, a confidential and safe SEA reporting system suitable for personnel and concerned populations.			
B	The agency/office has established policies, procedures and mechanisms to facilitate the reporting of SH by personnel, including, for example, a whistle blowing policy and staff grievance procedures.			
C	Mechanisms to facilitate anonymous SEA/SH complaints are available, e.g. complaints box / telephone hotline / email address.			
D	The agency/office raises awareness of its reporting, feedback and complaints mechanisms through public information campaigns			
E	Personnel who receive complaints are trained in how to handle complaints, including reception of feedback complaints and referrals to relevant response and support services, and other service providers of concern.			

96

DOCUMENT 5

PSEA SELF-AUDIT CHECKLIST

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

TOOLS

F	SOPs for complaint mechanisms stress the importance of confidentiality and data protection and are known and applied by all personnel, including ICT and other technical staff.			
G	The agency/office has a clear, updated and documented guideline on reporting cases to the investigative service.			
H	The agency/office promotes a culture and environment in which women, girls, men and boys from diverse backgrounds and with specific needs, such as people with disabilities, older people, LGBTI and people with low literacy, are listened to and respected as individuals.			
I	The agency/office provides regular feedback on complaints to concerned populations ensuring the inclusion women, girls, men and boys from diverse backgrounds and with specific needs, such as people with disabilities, older people, people with disabilities LGBTI and illiterate people			

6	RESPONSE	A	B	C
A	The Agency/office promotes the development of a culture, which ensures that reported abuses are immediately reported upwards and acted upon, ensuring that all confidential information is channelled correctly and handled with the utmost discretion			
B	Responses are 'survivor-centred', keeping the needs of the survivor at the forefront of any investigation process.			
C	The agency/office responds to reported cases according to their internal standard guidelines on complaints and investigation procedures and guidance related to SEA/SH and consulting with the PSEA Network as required. Regional/Country operation Child Protection & SGBV SOPs and IASC guidelines are also taken into account.			
D	The agency/office will coordinate investigations with other agencies when and if appropriate, in accordance with the agreed referral pathways.			
E	The agency/office has / or has access to a team of personnel (female and male) with the skills and expertise to investigate SEA and SH cases.			
F	The agency/office ensures that all cases are properly documented and followed up to ensure that the survivor receives the optimum support required through appropriate referral processes, this also includes availability of counselling services for personnel in the event of an incident of sexual harassment.			
G	Coordination with the authorities is carefully assessed in consideration of a survivor-centred approach, the agency's HR and administrative procedures and the applicable national laws.			

7	PREVENTION	A	B	C
A	The agency/office has its own Code of Conduct, which incorporates the six principles related to sexual exploitation and abuse[1] and commits to a **zero tolerance** policy on sexual exploitation and abuse, and sexual harassment.			
B	The agency/office has an action plan in place for mainstreaming PSEA/SH in all sectors and programmes using a participatory approach.			
C	Clear policies/guidelines are in place for concrete measures to prevent increased vulnerability of concerned populations and to minimize the risk of malicious/false allegations against personnel (i.e., regulations around number of personnel present in one space).			
D	Clear policies/guidelines are in place for qualification criteria to prioritize vulnerable individuals in the provision of basic services, which are strictly monitored.			
E	Budgets include PSEA/SH funding lines for promotional materials/trainings etc.			
F	The agency/office promotes regular interaction between concerned populations and senior personnel.			

1. As per the Secretary-General's Bulletin, Special Measures for protection from sexual exploitation and abuse which can be accessed at http://www.unhcr.org/405ac6614.html

97

DOCUMENT 5

PSEA SELF-AUDIT CHECKLIST

REGIONAL SAFE SPACES NETWORK / UNHCR, REGIONAL TOOLKIT FOR PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE, SEXUAL HARASSMENT (PSEA/PS) AND INTER-AGENCY COMMUNITY-BASED COMPLAINT REFERRAL MECHANISM IN THE AMERICAS, 2019

REGIONAL TOOLKIT
for PSEA/SH and Community-Based Complaint and Referral Mechanism in the Americas

G	The agency/office ensures (or encourages) that all personnel complete* an on-line training on PSEA and SH, and that this is repeated on a regular basis.			

8	MONITORING AND EVALUATION	A	B	C
A	The agency/office has established safe and confidential procedures for monitoring incidences, to better identify trends and improve the assessment of programme risks.			
B	Regular programmatic monitoring and evaluation incorporates PSEA as a standing item.			
C	Regular consultations with concerned populations on service provision and delivery of assistance (distribution of commodities, health services, education, etc.) take place.			
D	Senior managers regularly visit the field, project sites.			
E	Senior managers analyse trends and ensure reporting to relevant investigative bodies of SEA/SH incidents.			

9	COMMUNITY AWARENESS RAISING	A	B	C
A	The agency/office has strengthened the mass information systems to ensure that all members of concerned populations, regardless of sex, age and diversity, receive information in appropriate forms to inform them that goods and services are their entitlement and do not require payment of any kind.			
B	The agency/office has disseminated the Code of Conduct amongst concerned populations, and community leaders can advise their communities on the Code / expected behaviours of personnel and the reporting mechanisms.			
C	The agency/office ensures that copies of the Code of Conduct, translated into local languages, are freely available to concerned populations.			
D	Information on complaints mechanisms are displayed prominently at service deliver and provision sites and translated into local languages.			
E	The agency/office ensures that field staff have the ability to promote and encourage standards of accountability and their Code of Conduct to concerned populations in their programmes.			

10	COORDINATION	A	B	C
A	A focal point at a senior level, and an alternate, have been appointed within the agency for the implementation / follow up of PSEA/SH activities. The focal point and senior management are committed to implementing SEA/SH inter-agency referral pathways.			
B	The agency/office has strengthened collaboration and coordination among all sectors and partners in addressing SEA/SH with an emphasis on the needs of survivors, e.g. case management, advocacy and emotional support.			
C	The PSEA focal point or her/his alternate attends regular coordination meetings with all actors to ensure a concerted effort in prevention and response to sexual exploitation and abuse, and sexual harassment.			

11	EXTERNAL/IMPLEMENTING PARTNERS	A	B	C
A	All contracts with external implementing partners or service providers (including transporters, warehouse staff, guards etc.) incorporate the core principles of the Code of Conduct, which includes PSEA/SH, as part of the agreement			
B	It is written into the contract that any violation of the Code of Conduct by that implementing partner can result in termination of the contract.			
C	All implementing partners are aware that they are responsible for ensuring the Code of Conduct is made known to concerned populations with whom they are working.			
D	All community-based organisations, partners and government officials participate in SEA/SH trainings offered by the agency/office.			

98

Self-Assessment[1]
Keeping Children Safe

Policy

The organisation develops a policy that describes how it is committed to preventing and responding appropriately to, harm to children.

1. The organisation has a written child safeguarding policy, approved by the relevant management body, to which all staff and associates (including partners) are required to adhere:
( ) In place
( ) Partially done
( ) Not in place

2. The UN Convention on the Rights of the Child and other Conventions and Guidelines pertaining to children informs the approach of the organisation:
( ) In place
( ) Partially done
( ) Not in place

3. The policy is written in a way that is clear, easily understandable and is publicised, promoted and distributed widely to all relevant stakeholders, including children:
( ) In place
( ) Partially done
( ) Not in place

4. The organisation is clear that all children have equal rights to protection, and that some children face particular risks and difficulties in getting help, because of their ethnicity, gender, age, religion or belief, disability, or sexual orientation:
( ) In place
( ) Partially done
( ) Not in place

5. The policy addresses safeguarding children from harm through misconduct by staff, associates and others, from poor practice, and from its operational activities where these may harm children or put them at risk due to poor design and/or delivery, for example:
( ) In place
( ) Partially done
( ) Not in place

---

[1] This self-assessment is available online at https://www.keepingchildrensafe.global/your-self-assessment/ and it was made into Word/Pdf documents by the CCIC PSEA Hub's team in April 2020.

6. The organisation makes clear that ultimate responsibility for ensuring the safety of children rests with senior executives (CEO and Directors) and managers:
( ) In place
( ) Partially done
( ) Not in place

People

The organisation places clear responsibilities and expectations on its people and supports them to understand and act in line with these.

1. There are written guidelines for behaviour (Code of Conduct) that provide guidance on appropriate/expected standards of behaviour of adults towards children and of children towards other children:
( ) In place
( ) Partially done
( ) Not in place

2. Recruitment processes have strong child safeguarding checks in place. Recruitment advertisements, interviews and contracts all outline a commitment to child safeguarding:
( ) In place
( ) Partially done
( ) Not in place

3. The organisation is open and aware that when it comes to child safeguarding matters, issues can be easily identified, raised and discussed. All members of staff, volunteers and associates have training on child safeguarding:
( ) In place
( ) Partially done
( ) Not in place

4. Children are made aware of their right to be safe from abuse, and are provided with advice and support on keeping themselves safe, including information for children, parents/carers about where to go:
( ) In place
( ) Partially done
( ) Not in place

5. The organisation designates key people at different levels (including at Director level) as "focal points" with clearly defined responsibilities, to champion, support and communicate on child safeguarding, and for effective operation of child safeguarding:
( ) In place
( ) Partially done
( ) Not in place

Procedures

The organisation creates a child safe environment through a systematic process of implementing child safeguarding procedures.

1. The organisation requires local mapping exercises to be carried out that analyse the legal, social welfare, and child protection arrangements in the contexts in which it works:
( ) In place
( ) Partially done
( ) Not in place

2. There is an appropriate process for reporting and responding to child protection incidents and concerns that fits with the local systems for dealing with incidents of child abuse (as identified in the mapping exercise):
( ) In place
( ) Partially done
( ) Not in place

3. The identification and mitigation of child safeguarding risks is incorporated into risk assessment processes at all levels, from identification of corporate risks through to planning an activity involving or impacting on children:
( ) In place
( ) Partially done
( ) Not in place

4. Adequate human and financial resources are made available to support development and implementation of child safeguarding measures:
( ) In place
( ) Partially done
( ) Not in place

5. There are clear procedures in place that provide step-by-step guidance on how to report safely which are linked to the organisation's disciplinary policy and procedures:
( ) In place
( ) Partially done
( ) Not in place

6. Child safeguards are integrated with, and actively managed into existing business processes and systems (strategic planning, budgeting, recruitment, programme cycle management, performance management, procurement, and so on) to ensure safeguarding children is a feature of all key aspects of operations:
( ) In place
( ) Partially done
( ) Not in place

Accountability

The organisation monitors and reviews its safeguarding measures.

1. Arrangements are in place to monitor compliance with, and implementation of, child safeguarding policies and procedures through specific measures and /or integration into existing systems for quality assurance, risk management, audit, monitoring and review:
( ) In place
( ) Partially done
( ) Not in place

2. There is a system of regular reporting to key management forums, including Director level, to track progress and performance on child safeguarding, including information on safeguarding issues and child protection cases:
( ) In place
( ) Partially done
( ) Not in place

3. External or independent bodies such as Boards of Trustees, oversight committees are used to monitor performance in this area and hold senior executives to account in relation to child safeguarding:
( ) In place
( ) Partially done
( ) Not in place

4. Opportunities exist for learning from practical case experience, and this to be fed back into organisational development:
( ) In place
( ) Partially done
( ) Not in place

5. Policies and practices are reviewed at regular intervals and formally evaluated every three years:
( ) In place
( ) Partially done
( ) Not in place

6. Progress, performance, and lessons learned are reported to key stakeholders (management forums and external or independent bodies where relevant) and included in your organisation's annual reports:
( ) In place
( ) Partially done
( ) Not in place

TOOLKITS

This is a summary of the eight toolkits

digna
PSEA/PEAS

A | ## EXAMPLES OF CODES OF CONDUCT - POLICY PROGRAMS

This toolkit contains eleven documents, which are samples of principles, guidelines and codes of conduct, and might be used as examples for each organization to develop their own recommendations regarding PSEA.

B | ## EXAMPLES OF RISK ASSESSMENT AND MANAGEMENT

This toolkit contains five documents, which are samples of useful tools to identify risk indicators and strategies to manage them, and might be used as examples for each organization to develop their own risk management systems.

C | ## EXAMPLES OF REPORT FORMS

This toolkit contains four documents, which are samples of report and referral forms, and instructions on how to proceed while processing a disclosure. They could be used as examples for each organization to develop their own forms regarding PSEA.

D | ## EXAMPLES OF FLOWCHARTS

This toolkit contains six documents, which are samples of visually-friendly diagrams. They could be used as examples for each organization to develop their own pathways regarding the procedures on PSEA.

E | ## EXAMPLES OF PSEA AUDIT AND SELF-ASSESSMENT - CONTACTS WITHIN THE ORGANIZATIONS AND PARTNERS

This toolkit contains seven documents, which are samples of contact lists and check-lists. They could be used as examples for each organization to produce their own call trees and self-assessment forms regarding PSEA.

F | ## EXAMPLES OF FEEDBACK FORMS

This toolkit contains two documents, which are samples of feedback forms. They could be used as examples for each organization to develop their own feedback materials on PSEA.

G | ## EXAMPLES OF MONITORING SURVEYS- EVALUATION TOOLS

This toolkit contains five documents, which are samples of monitoring surveys and evaluation tools. They could be used as examples for each organization to develop their own evaluation materials regarding PSEA.

H | ## EXAMPLES OF VISUALS

This toolkit contains four documents, which are samples of visual information materials. They could be used as examples for each organization to develop their own visually-friendly documents regarding PSEA.