



Safeguarding Policies

(Updated June 2019)

All Partners/Staff/Volunteers/Consultants should read through Children in Crossfires Safeguarding Policies, and once fully understood, the below declaration should be signed.

Partner/Staff/Volunteer/Consultant DECLARATION

This is to certify that I/we(Insert organisation or individual name) have received, read and understand the Children in Crossfire Safeguarding Policies. This is also to certify that I/we are committed to implementing Safeguarding in line with Children in Crossfire.

Name.....

Signed.....

Date.....

Children in Crossfire Safeguarding Statement

Children in Crossfire is committed to doing all in its power to ensure that every child and vulnerable adult associated with our partners and projects in Ireland, UK, Tanzania and Ethiopia and staff, volunteers and external bodies i.e. partners, contractors or consultants working jointly with Children in Crossfire is accessing a safe environment free from abuse and/or exploitation. We exercise our responsibility to safeguard the welfare of all those listed above through a commitment to the implementation of rigorous policies, codes of behaviour and implementation procedures. We are also committed to actively building the capacity of our international partners to develop appropriate policies and procedures to protect children and vulnerable adults from abuse or sexual exploitation.

- **We are committed to placing the victim/survivor at the centre of implementing all policies, practices and procedures, ensuring the protection of victims/survivors and their families against stigmatisation and further risk.**
- **We are committed to a zero-tolerance approach to misconduct in breaching our policies, codes and procedures: including abuse, sexual misconduct, intimidation and other acts.**

Our approach to Safeguarding is guided by a number of key international principles and standards:

- Universal Declaration of Human Rights (UDHR)
- UN Convention on the Rights of the Child (UNCRC)
- UN Convention for the Elimination of all forms of Discrimination against Women (CEDAW)
- and in the national laws of the countries in which Children works

We also aim to uphold:

- the six core principles adopted in 2002 by the Inter-Agency Standing Committee Task Force on Prevention and Response to Sexual Exploitation and Abuse (2002)
- the principles of the United Nations Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse (2003)
- the Key Pillars of Prevention and Response outlined in the OECD DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance (2019)
- the commitments outlined in the BOND UK 'Approach to tackling sexual exploitation, abuse and sexual harassment in the aid sector' (2018)
- the principles outlined in the Dóchas Safeguarding Leadership Charter (2019)

We fully endorse all of the above principles, commitments and standards, and will continue to draw upon these to strengthen all of our policies and procedures.

What is Whistleblowing?

Describes a disclosure made by someone within or outside the organisation alleging serious malpractices by the organisation or for which the organisation is accountable (for example serious malpractices by a staff member, volunteer, partner or supplier) which raise public interest concerns.

Guiding Principles:

Children in Crossfire shall apply the below principles in the cause of handling complaints:

- Fairness:** In terms of how those representing Children in Crossfire treat one another and in the process of reporting and investigating a suspected Whistleblowing case;
- Accountability:** Children in Crossfire will hold its staff, volunteers, suppliers and partners accountable for their actions;
- Openness and transparency:** Children in Crossfire is committed to being open and transparent;
- Protection:** for the Whistle-blower, from dismissal or victimization following a disclosure;
- Confidentiality:** the identity of anyone who raises concerns will be kept confidential as far as possible;
- Apply a survivor centred approach:** Children in Crossfire will ensure a duty of care by aiming to improve the quality and availability of whistleblowing, referral services and protection mechanisms to minimise the risks of survivor and victim stigmatisation; and taking into consideration the safety, wants, needs, and rights of survivors and victims with regard to information-sharing, confidentiality, consent, and risk assessment, for the protection of the survivor and victim and with the aim of preventing future incidents.

1. Policy Statement

1.1 Children in Crossfire will ensure that those who raise concerns of suspected serious malpractice are protected from dismissal, victimisation or any other detrimental treatment by Children in Crossfire provided that they follow the procedures set out below.

1.2 Children in Crossfire is committed to protecting children and vulnerable adults in our areas of operation from exploitation, neglect or negligent treatment, sexual, emotional and physical abuse, and to reduce their risk and vulnerability. This policy sets out what we expect from staff, board members, volunteers, interns, partners, associates, independent contractors and all who work with Children in Crossfire.

1.3 Children in Crossfire is committed to being open and accountable, practicing honesty and integrity in fulfilling our responsibilities and complying with all applicable laws and regulations.

1.4 Should a person or persons working with or for Children in Crossfire appear to be acting improperly, negligently or criminally in the past, present or showing likely future wrongdoing, Children in Crossfire encourages individuals, and organisations with whom it works in partnership, (who act in good faith) to report serious malpractice in accordance with the procedures set out below.

1.5 People to whom a disclosure of serious malpractice (see Section 3.4) is made should ensure that this policy and procedure is the correct one to follow in the circumstances (see Section 3.5).

2. Scope

This policy and procedure covers everybody working with Children in Crossfire to deliver on its mission including all staff, volunteers and others with whom Children in Crossfire is working, such as partners and external contractors or consultants.

2.1 The Whistleblowing policy is based on the Public Interest Disclosure Act 1998 (UK) and the Irish Protected Disclosure Act 2014. The Act is intended to protect whistle-blowers from dismissal or victimisation in the event that they disclose specific matters to their employer or another body in good faith. This policy covers all staff in Children in Crossfire. Amongst the laws supporting the Public Interest Disclosure Act and the Irish Protected Disclosure Act is the National Security Act 3 of 1970 and the Anti-Money Laundering Act to mention the few.

2.2 All staff, volunteers and external bodies i.e. partners, contractors or consultants working jointly with Children in Crossfire are protected by this policy and procedure to ensure consistency and transparency for all those working towards the Vision, Mission and Values of Children in Crossfire.

3. Objectives

3.1 The purpose of this policy is to provide an effective procedure for people to raise their concerns when they believe that abuse, serious malpractice or professional misconduct has taken place, is taking place or is likely to take place. The protection outlined in paragraph 1.3 will only be given to those individuals acting in good faith.

3.2 "Good faith" is where a disclosure is made with honest intentions and without malicious reasons or spite.

3.3 It is essential that anyone connected with Children in Crossfire who suspects or knows that serious malpractice has taken place, is taking place, or is likely to take place raises their concerns in line with the procedure described in this document.

3.4 The term "serious malpractice" covers instances where someone working with or for Children in Crossfire appears to be acting improperly, negligently or criminally. It includes:

- criminal activity (e.g. abuse of vulnerable child and adults, fraud, theft, corruption etc)
- assault or attempted assault
- harassment, discrimination or threatening behaviour (whether of a sexual, abusive, racial or religious nature)
- illegality (inc. negligence, breach of contract, breach of administrative law)
- miscarriage of justice
- danger to health and safety or the environment
- victimisation

- the cover up of any of the above

THIS LIST IS NOT EXHAUSTIVE

3.5 It is important for the person to whom malpractice is reported to ascertain at the outset whether this policy is the best one to use in the circumstances, or whether another policy, e.g. the Child Protection Policy, the Bullying & Harassment Policy or the Grievance Policy and Procedure, might be more appropriate.

4. The procedure

The procedure for people with concerns about serious malpractice depends upon the nature of their relationship with Children in Crossfire - that is, whether they are staff, volunteers or otherwise associated with Children in Crossfire.

4.1 Staff

In most cases, staff should raise any concerns with their line manager. This may be done orally or in writing and should include full details and, if possible, supporting evidence. If for some reason this is not possible (e.g. the manager may be implicated), they should speak to the Head of Human Resources.

4.2 Volunteers

Volunteers who want to raise concerns of alleged serious malpractice should raise their concerns with the Head of Human Resources based at Head Office.

4.3 Partners, external contractors, consultants and others working with Children in Crossfire

Partners, external contractors, consultants and others working jointly with Children in Crossfire who want to raise concerns of alleged serious malpractice should in the first instance raise their concerns with the Country Director in the country of operation or the Executive Director or Head of Human Resources.

4.4 Taking an issue forward

- There may be circumstances when the person raising the concern feels unable to do so with line manager, for example when line manager is involved, or that he/she has previously raised this concern and feels that no action has been taken about his/her concern.
- In these circumstances, he/she should contact the Head of HR, the Executive Director, or if he/she believes that the matter cannot be dealt with within the management structure of Children in Crossfire, the named Trustee (see Section 5).
- Anyone who raises concerns of serious malpractice will be protected from victimisation or any other detrimental treatment if they come forward with serious concerns, provided that they have followed the procedure and provided that concerns are raised in good faith.

4. Management responsibility

- Managers have a responsibility to treat all concerns raised seriously and will investigate them thoroughly in accordance with Children in Crossfire's values and policies.
- Managers must understand and familiarise themselves with other appropriate in-house policies and procedures, such as, the Child Protection Policy, Policy on protection from sexual exploitation and abuse, Bullying & Harassment Policy or the Discipline and Grievance policies and procedures, and in each case decide on a more appropriate mechanism to apply.
- Where an allegation of serious malpractice has been made, the Executive Director & complaints committee (see point 6) must be informed both verbally and in writing immediately (or within 24 hours of the allegation being made) in order for a full investigation to be conducted.

6. Investigation Process

- Regardless of who the complaint is made to, all complaints must be forwarded to the complaints committee verbally and in writing via the Head of HR on the day the complaint is made (or within 24 hours of the allegation being made). The complaints committee will be reviewed annually by the board of trustees.
- The complaints committee is made up of The Executive Director, Head of HR and the named trustees and they will investigate all allegations made.
- There may be circumstances when the person raising the concern feels unable to do so with the Head of HR or the Executive Director, for example when he/she feels that either of them is involved, or that he/she has previously raised this concern and feels that no action has been taken about his/her concern.
- In these circumstances, he/she should contact the named trustee where they would then investigate this as part of a separate complaints committee consisting of 3 trustees (including the named trustee).
- The relevant complaints committee will carry out an urgent and confidential investigation within 3 days upon receipt of the allegation.
- The relevant complaints committee will endeavour to ensure that feedback is given to those who raise concerns on what action/s have been taken to address them within 1 week of the allegation and a definitive response/report will be provided within 4 weeks of the allegation being

made. However, there may be circumstances where, given the confidential nature of the allegations or the material covered, it will not always be possible to give feedback on actions taken.

- Some situations may be resolved promptly; others may take longer because they require formal investigation or hearings. However, it is aimed that a response will be issued within 2 weeks upon receipt of an allegation.

7. Protection

- All staff, volunteers and external bodies i.e. partners, contractors or consultants and all working with Children in Crossfire are protected by this policy to ensure consistency and transparency for all those working towards Children in Crossfire's vision, mission and values.
- Any concerns raised will be investigated carefully and thoroughly by our complaints committee. Children in Crossfire will ensure that fair treatment and follow up will be done at all times. Any person accused of alleged malpractice will have the right to put their account of events forward at the earliest opportunity.
- All those who raise concerns will be treated fairly and have the right to be represented at any time by a Trade union representative or a colleague not acting in an official capacity.
- In the event of child abuse, where a family member whistleblows, they may also need representative support e.g. Social Welfare department or selected community representative.
- If someone tries to prevent an individual from making a confidential report or victimises that person for raising their concerns, Children in Crossfire will treat this as a serious disciplinary offence which will be investigated in accordance with Children in Crossfire's disciplinary policy and procedure.
- Where allegations by staff are not made in "good faith" and are found to be false or malicious, this will be treated as a serious disciplinary offence and will be investigated in accordance with Children in Crossfire's disciplinary policy and procedure.
- Likewise, allegations of this type made by volunteers will be treated as a serious matter, and dealt with in accordance with the Volunteer Policy.

8. Confidentiality

- The identity of the person/s who raise concerns will be kept confidential as far as possible. If the person concerned has a personal interest in the matter they must disclose this at the outset.

- However, due to the nature of some investigation processes it may not be possible to retain complete confidentiality. This includes situations where the police are involved, where statutory child protection procedures need to be adhered to, or when disciplinary investigations are held and individuals need to make a statement, which may be seen by third parties.

9. Anonymous Reporting

- Anonymous reporting can come in three forms. The first is where an individual completes an anonymous reporting form (see annex 1). The second is where the individual sends a letter or makes a phone call to the Head of Human Resources or the Executive Director and makes an allegation or statement without leaving their name. The third form is where an individual makes an allegation or statement to the Head of Human Resources or the Executive Director, but wants their identity kept secret from those that they have accused of malpractice/misconduct.
- The former is very difficult to act upon as there may be no or little corroborated evidence to substantiate the allegations. However, this does not mean that there is no malpractice or misconduct taking place. All anonymous reports will be investigated.
- Children in Crossfire understands that some people may wish to report their concerns anonymously and accepts that this may occur from time to time. However, Children in Crossfire feels that it is more appropriate for individuals to come forward with their concerns rather than raising them anonymously. Anonymous reporting can make it difficult to clarify the issues, substantiate claims and investigate concerns properly.

10. Feedback and outcome of the investigation

Feedback and the progress of any concerns raised will be given as soon as possible (see point 6). Some situations may be resolved promptly, whilst others may take longer because they require formal investigation or hearings. If the individual is not satisfied with the response they have received they can raise the matter with the Executive Director or listed trustee at the end of this policy. Once the investigation is complete, appropriate action will be taken to resolve the issue. This may involve taking disciplinary action if a clear case of malpractice can be proved and reporting to the police if a criminal offence such as fraud or theft has been committed. Cases of serious malpractice may result in dismissal.

11. Nominated person/s

If there are concerns that staff or other individuals feel cannot be raised through line management and they wish to contact the Head of Human Resources, the Executive Director, or a Trustee, then they should use the following contact channels:

- Head of Human Resources- Ursula Moore, Children in Crossfire, 2 St. Joseph's Avenue, Derry/Londonderry, BT48 6 TH Phone +44(0) 2871278942, E: Ursula.moore@childrenincrossfire.org

- Executive Director - Richard Moore, Children in Crossfire, 2 St. Joseph's Avenue, Derry/Londonderry, BT48 6 TH Phone +44(0) 2871278942, E: richard.moore@childrenincrossfire.org
- Chairperson & Vice Chairperson of the Children in Crossfire Board of Directors, 2 St. Joseph's Avenue, Derry/Londonderry, BT48 6 TH E: chair@childrenincrossfire.org

The above Nominated person/s details will be displayed clearly at each Children in Crossfire office.

ANNEX 1

Please note: if you wish to report anonymously, please fill out this form and send it from an email of your choice to one of the above nominated persons. Please be aware that if you report anonymously, it may limit the ability to investigate the incident fully.

Question	Response	Further Details
Do you wish to submit this report as a whistle blower?	Yes/No (Please delete as appropriate)	
Are you willing to be contacted by Children in Crossfire to gather further information?	Yes/No (Please delete as appropriate)	
Are you filling this form out on behalf of someone else?	Yes/No (Please delete as appropriate)	
If you are making a complaint regarding a partner organisation please give details of the partner (include name, address, main contact)		
If you know the exact date, please indicate here:	Please use the format dd/mm/yy	
If you have a date range,	From / To	

please indicate here:	Please use the format dd/mm/yy	
Incident time	Please indicate if known	
Time zone		
Who else is aware of the case?		
Location of incident (country, province, district, town/city)		
Incident details		
Description (Give a short summary of what is alleged to have occurred, including the facts, dates. Enter the facts as known to you and not opinions and give details of the immediate action you took)		
Do you think there is a child/vulnerable adult in immediate danger or needing urgent assistance?		
Details of person reporting the incident		
Full Name	If you wish to remain anonymous, please leave this field blank	
Relationship to the		

organisation		
Telephone number		
Preferred email address	If you do not provide an email address we will not be able to follow up with you for further investigation	
Would you like to be informed at the closure of the incident?		

To be signed by Whistleblowing committee	Date received	
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Children in Crossfire Child Protection Policy

Introduction

Children in Crossfire is committed to protecting children in our areas of operation from exploitation, neglect or negligent treatment, sexual, emotional and physical abuse, and reduce their risk and vulnerability. This policy sets out what we expect from staff, board members, volunteers, interns, partners, associates, independent contractors and all who work with children through Children in Crossfire.

Child Protection finds basis in the United Nations Convention on the Rights of the Child of 1990 (herein referred to as the CRC). Children in Crossfire have aligned this policy to UNCRC Articles 3(2), 19, 34 & 39. At Tanzanian national level the policy is formed under the Constitution of United Republic of Tanzania, Law of the Child Act 2009, National Plan of Action to end violence against Women and Children 2017/2018 to 2021/2022 and the National Integrated case Management system linkages with the existing national policies systems.

Important Definitions

A child, for the purposes of the Child Protection Policy is any human being under the age of 18 years

Child Abuse consists of anything, which individuals, institutions, or processes does or fails to do which directly or indirectly harm children, or damages their prospects of safe and healthy development into adulthood.

- Both boys and girls can be victims of all forms of abuse
- A child of any age, sex, race, religion, and socioeconomic background can suffer child abuse and neglect
- A child who is being abused may experience more than one type of abuse. For example, physical and sexual abuse almost always involve emotional abuse as well
- Abused children can be helped to lead fulfilling lives, but we must NEVER expect them to just forget about it and 'get over it'. The impact of child abuse lasts a lifetime

Forms of abuse include:

Physical abuse: the intentional causing of physical harm to a child. This may take the form of slapping, punching, shaking, kicking, burning, shoving, biting, strangling, poisoning or otherwise physical hurting a child

Emotional abuse: involves continuing behaviour by adults towards children, which includes threats, rejection, isolation, belittling, name calling or other non-physical forms of hostile or rejecting treatment which erodes social competence or self-esteem over time

Neglect or negligent treatment: is the failure to provide a child - within the context of resources reasonably available to the family or caregivers - with the conditions essential for their physical and emotional development and well-being

Sexual abuse: occurs when someone uses their power or authority to involve a child in sexual activity. Sexually abusive behaviours can involve fondling genitals, masturbation, oral sex, vaginal or anal penetration by a penis, finger or any other object, fondling breasts, voyeurism, and exhibitionism or exposing the child to, or involving the child in, pornography

Exploitation: Commercial or other exploitation of a child refers to the use of the child in work or other activities for the benefit of others that are unacceptable because it deprives them of their childhood, development or dignity. This includes, but is not limited to, child labour and child prostitution

Child Labour: Any work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It refers to work that: is mentally, physically, socially or legally dangerous and harmful to children.

The following Child Rights Principles will guide the Child Protection Policy and its Code of Conduct;

Non-Discrimination: Every child shall be treated equally regardless of race, ethnic group, colour, sex, language, religion, disability, nationality or other status

Best Interests of the Child: In all actions concerning the child undertaken by any person or authority the best interests of the child shall be the primary consideration.

Child Participation: Children and young including the most marginalized should be given an opportunity to express their views, influencing decision making and achieve change in accordance with their development or evolving capacities

Survival and Development: The right to life and development must be interpreted in its broadest sense, encompassing the physical, psychological, emotional, social and spiritual development of a child

Awareness Creation: Children in Crossfire will undertake to educate its staff, volunteers, Board Members and partners on issues pertaining to Child Protection by:

- Training staff and board members annually
- Informing beneficiaries of this policy
- Supporting our partner organisations in training, policy and procedures
- Including policy and procedures in orientation of new staff and in the Staff and Volunteer Manuals
- Ensuring all personnel sign an acknowledgement of compliance with the policy
- Informing all personnel of policy changes as they arise

Programme Design, implementation, Monitoring and Evaluation

Children in Crossfire will:

- Ensure that an assessment of the circumstances of children is incorporated into all surveys conducted prior to the initiation of any programme as appropriate. Programme design will include plans to implement rigorous Child Protection procedures to protect children from situations of abuse, neglect or exploitation;
- Work with others to enhance awareness of abuse and exploitation, offer information on community resources and support services, and provide training and skills enhancement for project staff;
- Ensure Programme Plans promote the prevention of child abuse, exploitation and neglect by exploring the causes and implementing responses to support family and community responsibility for the wellbeing of children.

Recruitment and Screening

Children in Crossfire will screen all staff, volunteers and board. We will:

- Request permission for a criminal record or police background check for any conviction related to abuse of children. Permission can be obtained through a Consent Form. If such checks are instituted, candidates are informed at the time of interview that hiring will be contingent on a clear record check. Please note criminal record checks will be conducted every 2 years for existing staff, volunteers & board members;
- Inform personnel of Children in Crossfire's Child Protection Policy at the start of any recruiting process;
- Conduct an interview which includes at least one behavioural question related to working with children;
- Conduct at least two verbal reference checks;
- Require a police clearance (or a signed statement from a senior community leader that the person has not been involved in crimes related to children);
- Policies and standards will be reviewed during orientation

When negotiating to engage contractors (such as security, cleaning or consultants) we will:

- Require contractors have screened their people appropriately (including police and background checks where relevant);
- Require contractors on site to read and comply with the Children in Crossfire Child Protection Policy and code of conduct;
- Commit to doing our utmost to ensure independent contractors, regardless of the country context, adhere to the highest available standards of Child Protection.

In the best interests of children, Children in Crossfire will not hire anyone with a prior conviction for child abuse, paedophilia or related offences. In the event that local law prohibits such a broad hiring rule, no person with a conviction for child abuse, paedophilia or related offences may be hired

into any position which includes direct access to children, or information about sponsored children, including picture folders. Children in Crossfire reserves the right not to hire an applicant if the background check reveals that the person is not suitable to work with children.

Behaviour Protocols/Code of Conduct

These are designed to protect children, but are also intended to give personnel/project visitors confidence that their behaviour is in line with an acceptable code of conduct when in contact with children. All visiting personnel/project visitors must be briefed on local behaviour protocols, which reflect behaviour requirements based on local sensitivities. Children in Crossfire's 'template for in country briefing on safeguarding and child protection briefing to visitors' should be completed by the Tanzania Head of Child Protection and Safeguarding. The Head of Child Protection and Safeguarding should ensure visitors are fully briefed prior to any field level visits. Visitors encompass absolutely anyone who is in the country to visit our projects under the banner of Children in Crossfire e.g. Ireland staff members, Board members, current/potential donors, culture trip participants and/or any other people. Once completed, this template should be uploaded to a shared folder on 365, ensuring the Central Head of Child Protection has access to the link.

The following basic Children in Crossfire Behaviour Protocols/Code of Conduct must be followed:

I understand that while involved with Children in Crossfire, I will:

- Treat children with respect regardless of race, colour, gender, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status
- Not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate
- Not engage children in any form of sexual intercourse or sexual activity, including paying for sexual services or acts
- Not give gifts or money to any children as this shows favouritism and encourages dependency
- Adhere to the 'two-adult' rule, wherein two or more adults supervise all activities where children are involved, and must not take a child or children into a private place out of view of other adult
- Not hire children for domestic or other labour or provide shelter for children associated with Children in Crossfire in their homes
- Not stay alone overnight with one or more children who are not part of your extended/community family, whether in the staff member's house, project premises or elsewhere
- Not use physical punishment on children
- Use any computers, mobile phones, video cameras, cameras or social media appropriately, and never to exploit or harass children or access child exploitation material through any medium
- Not take images of any vulnerable children and/or adults during field visits
- Immediately disclose all charges, convictions and other outcomes of an offence, which occurred before or occurs during my association with Children in Crossfire that relate to child exploitation and abuse
- Immediately inform a Senior Manager of any concerns that I might have in regards to the overall safety and wellbeing of any child

Communications about Children

I understand that when photographing or filming a child or using children's images for work-related purposes, I must:

- Truthfully represent any image or depicted situation both in its immediate and in its wider context
- Avoid images and messages that stereotype, sensationalise or discriminate against people, situations or places
- Ensure the full understanding, participation and permission of the subjects (or subjects' parents'/guardian), and specify to them how the image/film will be used
- Ensure those whose situation is being represented have the opportunity to communicate their stories themselves
- Establish and record whether the subjects wish to be named or identifiable and always act accordingly
- Assess and endeavour to comply with local traditions or restrictions before photographing or filming a child
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive
- Ensure file labels or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form
- Not use scanned images of children from/in other websites without formal permission of the responsible office or the project and the parent(s)/guardian(s) of the child. This permission will be in writing (whenever possible) and may be part of the packet of documents signed by the child's parent(s)/guardian(s)
- Not use child personal and physical information that could be used to identify the location of a child within a country on the Children in Crossfire web site or in any other form of communication about a child

Individuals or organisations requesting the use of Children in Crossfire resources such as videos or photographs should be required to sign an agreement with the appropriate Children in Crossfire authority as to the proper use of such materials. The agreement will include a statement that any use of such materials, for purposes other than what is agreed upon, could subject the borrowing individual or organisation to legal action. Furthermore, failure to adhere to the agreed upon use of the material will result in the immediate termination of Children in Crossfire's permission to use the subject materials and/or require immediate return of all materials provided by Children in Crossfire as well as any copies of such materials.

If a child or concerned adult discloses abuse

If you're in a situation where a child adult discloses abuse to you, there are a number of steps you can take:

- **Listen carefully to the child/concerned adult:** Avoid expressing your own views on the matter. A reaction of shock or disbelief could cause the child to 'shut down', retract or stop talking. Do not attempt to question or interview them. Allow the child or young person to tell you what they want without asking any questions which may re-trigger or re-traumatise them. Do not promise them that you will keep secret what they tell you
- **Let them know they've done the right thing:** Reassurance can make a big impact to the child who may have been keeping the abuse secret
- **Tell them it's not their fault:** Abuse is never the child's fault and they need to know this

- **Say you will take them seriously:** A child/concerned adult could keep abuse secret in fear they won't be believed. They've told you because they want help and trust you'll be the person who will listen to and support them
- **Don't talk to the alleged abuser:** Confronting the alleged abuser about what the child's told you could make the situation a lot worse for the child
- **Explain what you'll do next:** Explain to the child/concerned adult you'll need to report the abuse to someone who will be able to help
- **Don't delay recording and reporting the abuse:** Make a written record of the abuse as soon as possible. Use the 'Report Form for Suspected Abuse' stored on Children in Crossfire's central online system. Do not save the form on this system. It should be printed and brought to Children in Crossfire's Central Head of Child Protection as soon as possible. Use as much of the child/concerned adult's language as possible in the report - write what they have said/told you in their words. The sooner the abuse is reported after the child/concerned adult discloses the better. Report as soon as possible to the Central Head of Child Protection so details are fresh in your mind and action can be taken

Disclosure Referrals

- The responsibility for investigating abuse, whether they result from the disclosure of a child or the concerns of an adult, lies with social workers and police. It is normally the responsibility of the Central Head of Child Protection to make a referral to these agencies following receipt of the report. However, if you judge the situation to be an emergency and/or you require urgent advice in the absence of the Central Head of Child Protection, you must report your concerns directly, using the contacts listed below:
 - Immediate risk 999
 - Gateway Team Northern Ireland 028 9050 7000
 - Child Helpline Tanzania 116
 - Tusla Republic of Ireland <https://www.tusla.ie/children-first/report-a-concern/>

Reporting

Staff, volunteers or partners of Children in Crossfire activities must report to Children in Crossfire when they have a reasonable belief that a child has been harmed or is at potential risk of harm when it is due to the actions of a staff member, volunteer or partner of Children in Crossfire. Concerns that must be reported include:

- An observation or disclosure of actual harm or abuse to a child
- An observation or disclosure of potential risk of harm to a child
- A breach of the Child Protection Policy or Code of Conduct for working with children
- An observation of possession of child exploitation material
- Children in Crossfire also expects staff, volunteers and partners to be observant for indicators of child abuse and to raise concerns, even in the absence of a disclosure. If you are not sure if what you have seen or heard is harm or risk of harm to a child, talk to the Executive Director

Who you need to report to: A report must be made to one of the following (in order of priority):

- Central Head of Child Protection
- Executive Director

How to make a report: Reports can be made in person or by telephone as soon as possible. Verbal reports should be followed up with written notification within 24 hours.

What do you need to include in the report: You should provide as much verbatim information as possible, including:

- Dates, times, form of communication of disclosure
- Names of people/organisations involved
- Details of alleged incidents and which authorities have/will be informed
- Activities/interventions already undertaken and support services engaged
- Details of what Children in Crossfire proposes to do

Investigation

The following protocol will be applied during any investigation:

- Generally, an employee/volunteer accused of the abuse of a child will be temporarily suspended during the course of the investigation. The employee/volunteer should be informed that charges have been made against him or her and given an opportunity to respond
- Children in Crossfire has an obligation to initiate an internal investigation. The employee/volunteer will be encouraged to participate in the investigation by providing information and the names of witnesses to be interviewed. At the conclusion of the investigation, the employee will be informed of the results of the investigation and what corrective action, if any, will be taken
- Children in Crossfire will submit reports to local authorities as required, and will give due regard to the appropriateness of informing local law and judicial mechanisms where this is not a requirement. If an expatriate is suspected, due regard must be given to the potential for extraterritorial proceedings by the expatriate's country of origin
- Information about a Child Protection incident will be shared with people on a 'right' and 'need to know' basis as deemed necessary by Children in Crossfire management. Names and identities will not to be disclosed outside the management group designated as 'need to know' unless cleared by Children in Crossfire management
- The best interests of the child will be kept at the centre of a plan for responding to the results of an investigation
- A strategy for dealing with media inquiries that includes a designated spokes-person will be established

The following applies when making a response to findings and concluding an investigation:

- The best interests and welfare of a child is of prime importance to Children in Crossfire. In case of a proven or suspected abuse, every effort will be made to refer the child to relevant psychological counselling or appropriate assistance

- If the decision is to terminate employment of the accused, the employee/volunteer will have the findings of the investigation shared with him or her
- Effort will be made to provide assistance to an employee/volunteer accused of misconduct with children, including appropriate counselling and support
- In the event if an allegation is proven to be untrue, or even fabricated, appropriate steps are taken for follow-up with the person who has been accused, the child, and the person who did the reporting
- All information concerning the incident and investigation will be documented in writing. A copy of the confidential report of the investigation and conclusion should be provided to the Executive Director if it involves a Children in Crossfire employee (e.g., expatriate, contract, secondment or national employee of a Children in Crossfire office)
- In the event an employee/volunteer is discharged for suspected abuse, Children in Crossfire may disclose such information if requested by a prospective employer. Such disclosures will be made in accordance with applicable law and/or customs in the country of work

Advocacy

The following sets out how Children in Crossfire shall be actively involved in advocating for the protection of children:

- Children in Crossfire's Child Protection policy includes plans to be involved in community, national and regional activities which promote the rights of children and seek their protection from various forms of exploitation and abuse. Advocacy efforts will include policy influencing for changes in public policies that have an adverse effect on children or do not address their needs
- Children in Crossfire will raise awareness among partner organisations and donors of issues related to exploitation of children, and measures being taken to protect them. Children in Crossfire will seek and maintain collaboration with Child Protection professionals and relevant agencies to ensure Child Protection knowledge, policies and procedures are up to date
- Local and national best practices and lessons learned concerning child rights and Child Protection will be disseminated throughout the Children in Crossfire Partnership to enhance knowledge, staff competence and programme approaches
- Children in Crossfire will develop and support policy and research capacities that seek to change structures and systems that jeopardise the rights of children. We will advocate for the laws that protect and promote the rights of all children by participating in relevant forums

Partner Organisations

Children in Crossfire will enter into agreements with partner organisations, which provide direct or indirect services to children and young people. In doing so we will:

- Require assurance that partner organisations have adequate Child Protection policies and procedures in place to protect children, and/or support the development of such policies and procedures to meet the highest possible standard in line with Children in Crossfire's policy
- Evaluate and monitor partner policy and procedures in an on-going basis, and review protocols for awareness raising amongst target beneficiaries and key target actors
- Actively promote a culture of protecting children through opportunities for partner training and emphasising the importance of taking responsibility to do all that is reasonably possible to ensure children in their care are free from abuse

- Ensure partners have the contact details of the Children in Crossfire Central Head of Child Protection who can offer advice and support

Partner/Staff/Volunteer DECLARATION

This is to certify that we (insert organisation or individual name) have received, read and understand the Children in Crossfire Child Protection Policy and Procedures. This is also to certify that we are committed to implementing Child Protection in line with Children in Crossfire.

Name.....

Signed.....

Date.....

CHILDREN IN CROSSFIRE BULLYING & HARRASSMENT POLICY

What is the meaning of Bullying and Harassment?

Is a deliberate, hurtful behaviour towards another person that is usually repeated over a period of time. The outcome is always painful and distressing for the victim or survivor.

Bullying and Harassment may be verbal, non-verbal, written or physical. Examples of unacceptable behaviour include, but are not limited to, the following:

1. Unwelcome sexual advances and other conduct of a sexual nature
2. Subjection to obscene or other sexually suggestive or racist comments or gestures
3. The offer of rewards for going along with sexual advances or threats for rejecting sexual advances
4. Jokes or pictures of an offensive nature
5. Demeaning comments about an employee's appearance
6. The use of nick names related to an employee's race, colour, ethnic origin, nationality, religion or belief, sex, sexual orientation, gender reassignment, age, or disability
7. Picking on or ridiculing an employee, isolating an employee or excluding him or her from social activities or relevant work related matters.

Children in Crossfire will take all reasonable steps to provide a work environment in which all employees are treated with respect and dignity and that is free of harassment based upon an employee's race, colour, ethnic origin, nationality, national origin, religion or belief, sex, sexual orientation, gender reassignment, age, marital or civil partnership status or disability. The organisation will not condone any form of harassment, whether engaged in by employees or by outside third parties who work with the organisation.

Employees have a duty to co-operate with the organisation to ensure that this policy is effective in ensuring equal opportunities and in preventing discrimination, harassment or bullying. Action will be taken under the organisation's disciplinary procedure against any employee found to have committed an act of improper or unlawful discrimination, harassment, bullying or intimidation. Serious breaches of this equal opportunities and dignity at work statement will be treated as gross misconduct and could render the employee liable to summary dismissal. Employees should also bear in mind that they can be held personally liable for any act of unlawful discrimination. Employees who commit serious acts of harassment may also be guilty of a criminal offence.

Every employee has a responsibility to bring to the attention of the organisational Director, any suspected discriminatory acts or practices or suspected cases of harassment. You must not victimise or retaliate against an employee who has made allegations or complaints of discrimination or harassment or who has provided information about such discrimination or harassment. Such behaviour will be treated as gross misconduct in accordance with the Company's disciplinary procedure.

Complaints Procedure

All allegations of discrimination or harassment will be dealt with seriously, confidentially and speedily. The Company will not ignore or treat lightly grievances or complaints of discrimination or harassment from members of a particular race, colour, ethnic origin, nationality, national origin, religion or belief, sex, sexual orientation or age or from employees who have undergone gender reassignment, are married, have entered into a civil partnership or have a disability. If you wish to make a complaint, please the procedure to do so is set out below:

Informal Stage

The procedure is for a recipient of discriminatory behaviour/conduct to try to resolve the problem, by explaining to the individual concerned that the behaviour/conduct is not welcome, that it offends or makes the recipient uncomfortable and that it interferes with their work.

Anyone who has been subjected to discriminatory behaviour/conduct may seek confidential assistance from the Executive Director.

An informal approach to another member of staff will be treated as completely confidential and will not result in any report to anyone within the Company unless you agree.

If you prefer, where you find it too difficult or embarrassing to take up the matter yourself, your line manager or the Executive Director can participate in an informal meeting between you and the individual concerned or will, at your request, approach the individual on your behalf.

The informal stage will not result in any formal internal investigation or disciplinary action but is intended to enable you to resolve the matter yourself without it going any further in the organisation.

Formal Procedures

The formal complaints procedure is appropriate if, for example, the harassment is serious, the person making the complaint prefers this, or if the harassment continues after the informal procedures have been unsuccessful in reaching a satisfactory resolution.

1. Making a formal complaint

To make a formal complaint of harassment, employees should do as follows:

- the complaint should be raised in the first instance with their line manager or the Executive Director;
- the complaint should be made as soon as possible after an act of harassment has occurred so that the matter can be dealt with quickly;
- the complaint should be set out in writing.

2. Dealing with the Complaint

A. Meet the complainant to discuss the complaint

On receiving the complaint, the line manager or Executive Director (or, designated other) should invite the employee to a meeting, to be held immediately.

The manager or Executive Director should inform the employee that he or she has the right to be accompanied at the meeting by a fellow worker or trade union official.

The manager or Executive Director should reassure the employee that the matter will be dealt with confidentially and as quickly as possible.

At the meeting, the manager or Executive Director should:

- seek further information from the complainant;
- advise the complainant that the complaint will be investigated and any witnesses interviewed;
- advise the complainant that the alleged harasser also has the right to a fair hearing, including the opportunity to defend him or herself.

Depending on the nature and seriousness of the harassment, the manager or Executive Director and complainant may also discuss how the complainant can avoid further contact with the alleged harasser whilst the complaint is being investigated.

B. Meet the alleged harasser to discuss the complaint

The manager or Executive Director will meet with the alleged harasser to:

- outline the nature of the complaint made against him or her;
- give him or her an opportunity to answer the allegation;
- inform him or her that the matter will be investigated further and any witnesses interviewed;
- advise of the next steps under the statutory disciplinary procedures and the possible disciplinary action that may be taken should the allegation be proven;
- advise that any finding against him or her, following investigation, which may warrant a disciplinary response will be notified in writing as part of the employer's disciplinary procedures;
- advise him or her that he or she has the right to be accompanied to any disciplinary meeting at which the matter will be discussed;
- advise him or her of the need to avoid contact (or, of any steps to be taken to avoid contact) with the complainant until the matter is resolved; or where relevant, inform him or her that they are being suspended from work temporarily as a precautionary measure pending the outcome of the investigation.

If the alleged harassment is of such a serious nature that, if proven, it would amount to gross misconduct warranting severe disciplinary action, including possible dismissal, consideration may have to be given to a precautionary suspension of the alleged harasser while the complaint is being investigated. If this is the case, the employer must comply with the statutory dismissal and disciplinary procedures in relation to taking such action against the alleged harasser. Suspensions should normally be a last resort and employers should have regard to the recommendations of the Labour Relations Agency's *Code of Practice on Disciplinary and Grievance Procedures* or *Tanzanian Labour Law* as set out in the employee handbook.

C. Investigating the complaint

The employer should appoint one or more persons to investigate the complaint. Where resources allow, it is desirable to have more than one person involved to ensure impartiality. The employer should also set clear terms of reference for the investigators. In doing the investigation the investigators should:

- Keep and maintain detailed and accurate records of all meetings, interviews and evidence gathered in the course of the investigation.
- Meet with any known witnesses, or anyone else who may be able to help establish the facts about the alleged act or acts of harassment
- Where appropriate, also try to establish whether there has been any history of previous conflict between the complainant and the alleged harasser
- Meet again with the complainant, or the alleged harasser or the other witnesses, either to clarify information previously given, or to obtain additional information

All those who give information should do so privately and not in the presence of anyone involved in, or present during, the alleged act or acts or harassment.

All information or evidence provided should be treated as confidential to the investigation, subject to any statutory requirements.

In the course of the investigation, the investigators may need to meet again with the complainant, or the alleged harasser or the other witnesses, either to clarify information previously given, or to obtain additional information.

D. Consideration of information

After having obtained all available relevant information, the investigators should consider whether the evidence supports the complainant's allegations and, if so, what disciplinary action needs to be contemplated, based on the employer's disciplinary policy, or whether other action is warranted.

The investigators should prepare a written report of the investigation setting out the evidence and their conclusions and recommendations.

E. Communicating the decision

Within seven days the outcome of the investigation should be communicated to the complainant and to the alleged harasser.

It is good practice to hold formal feedback meetings to do this: i.e. separate meetings with the complainant and the alleged harasser. It is also good practice to permit both individuals to be accompanied to their respective meetings, even though there is no legal requirement for the employer to permit this.

It is also good practice to follow-up the meeting by notifying each of the individuals in writing of the decision.

When communicating the decision to the complainant, he or she should also be notified that they have a right to appeal the decision in the event that he or she is dissatisfied with the outcome. The right to appeal includes a right to have a meeting with the line manager/Executive Director.

F. Where the employer upholds the complaint

Where the employer upholds the complaint by finding that the complainant's allegations are proven, the employer should take the following steps:

1. In the case of the complainant

The employer will take all reasonably practicable steps to reassure the complainant that steps will be taken to protect him or her from further potential acts of harassment or victimisation. This may mean offering him or her appropriate support or counselling.

It may also mean redeploying or transferring the harasser to another post, if this is feasible and has not already been done. Or, it may mean taking disciplinary action against the harasser under the employer's disciplinary policy. It may also entail providing appropriate training to staff and/or taking other appropriate action.

2. In the case of the harasser

If disciplinary action against the harasser is warranted under the employer's disciplinary policy, the statutory disciplinary and dismissal procedures need to be put into effect. At this stage, the employer should formally notify the harasser in writing of the case against him or her and the disciplinary action, up to and including dismissal. A meeting should be arranged to discuss the matter and the individual should be informed that they have the right to be accompanied at this meeting.

Following the meeting, a decision should be communicated to the harasser with information about the right of appeal, if appropriate. The appeal process of the statutory dismissal and disciplinary procedures should then be followed, if necessary.

In these situations, the employer should have regard to the Labour Relations Code of Practice on Disciplinary and Grievance Procedures and the Employment and Labour Relations Act Tanzania.

G. Where the employer does not uphold the complaint

Where the employer does not uphold the complaint, or upholds it partially but not to the complainant's satisfaction, the employer should take the following steps:

1. In the case of the complainant

The employer must inform the complainant that they have a right to appeal and to attend an appeal hearing. If the complainant lodges an appeal, the matter should be considered by a more senior manager, if possible, to ensure that it is dealt with impartially. The complainant will continue to have the right to be accompanied at the appeal meeting. After the appeal meeting, the employer's final decision should be communicated to the complainant and the alleged harasser in the same way as the initial decision was communicated.

If the appeal is successful, then the employer should follow the steps outlined above in *Section F* where the employer upholds the complaint.

2. Other action by the Employer

Any other action will depend on the particular circumstances of the case. The employer needs to be alert to the sensitivity of the situation. In particular, he or she needs to ensure that neither the complainant nor the alleged harasser suffer victimisation as a result of the complaint. The employer also needs to be aware that if the complainant's allegation was genuine, but was not proven because of a lack of witnesses or cogent evidence, he or she may continue to feel aggrieved and there may be further repercussions. On the other hand, if the employer believes that the allegation of harassment was not made in good faith this may require a disciplinary response. The employer should also bear in mind that any complaint of harassment provides a reminder of the need to ensure that all staff are fully aware of the employer's policies on equal opportunities and harassment, and of the law relating to these matters. The employer may, therefore, take steps at this time to check and ensure that all members of the workforce are adequately aware of these matters.

3. Monitoring equal opportunity and dignity at work

The Organisation will regularly monitor the effects of selection decisions and personnel and pay practices and procedures in order to assess whether equal opportunity and dignity at work are being achieved. This will also involve considering any possible indirectly discriminatory effects of its working practices. If changes are required, the organisation will implement them. The Organisation will also make reasonable adjustments to its standard working practices to overcome barriers caused by disability.

CHILDREN IN CROSSFIRE POLICY ON PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE

The Children in Crossfire protection from sexual exploitation and abuse (PSEA) Policy has been developed in accordance with the UN Convention for the Elimination of all forms of Discrimination against Women (CEDAW) and the six core principles adopted in 2002 by the Inter-Agency Standing Committee Task Force on Prevention and Response to Sexual Exploitation and Abuse (2002), and the principles of the United Nations Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse (2003). As local laws and customs differ widely across the world, the Children in Crossfire PSEA Policy is informed by International Human Rights Law, United Nations' standards, and best practice guidelines from the humanitarian sector. It applies regardless of location and local law.

Children in Crossfire is committed to the PSEA by anyone associated with the organisation (e.g. board, staff, volunteers, contractors, consultants), and recognises both the particular vulnerability of women, girls and boys to sexual exploitation and abuse (SEA) as well as the inherent power dynamics evident within development contexts. Development workers and managers hold positions of power over the population they serve. This power must be used respectfully:

- Sexual exploitation and abuse of programme participants in the communities we serve constitutes acts of gross misconduct and is therefore grounds for termination of employment;
- Sexual activity with children or vulnerable adults and abuse by employees or volunteers constitute acts of gross misconduct and are therefore grounds for termination of employment;
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence;
- Exchange of money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes exchange of assistance that is due to beneficiaries;
- Sexual relationships between employees or volunteers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work.

Employees and volunteers are obliged to create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibility to support and develop systems that maintain this environment.

Children in Crossfire believes that everybody has the right and are duty bound to report all suspicions and allegations of sexual exploitation and abuse. Where an employee or volunteer develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, he/she must report such concerns via following the procedures set out in the Whistleblowing Policy.

Please note the organisation has the right to inform appropriate public bodies of any such behaviour deemed inappropriate which would constitute a criminal offence.

Children in Crossfire Gender Equality Policy

GENDER is a term that describes certain attitudes, roles and responsibilities assigned through a social process to males and females, and can often result in different opportunities and behaviour for both men and women.

Gender is:

- determined by society;
- varies within and between societies;
- influenced by cultural, economic, political and environmental factors;
- dynamic, not static.

Gender Equality means that all persons, regardless of their gender, enjoy the same status in society; have the same entitlements to all human rights; enjoy the same level of respect in the community; can take advantage of the same opportunities to make choices about their lives; and have the same amount of power to shape the outcomes of these choices. Gender equality does not mean that women and men, or girls and boys are the same. Women and men, girls and boys, and individuals with other gender identities have different but related needs and priorities, face different constraints, and enjoy different opportunities. Their relative positions in society are based on standards that, while not fixed, tend to advantage men and boys and disadvantage women and girls. Consequently, they are affected in different ways by policies and programmes. A gender equality approach is about understanding these relative differences and intersecting identities, appreciating that they are not rigid and can be changed. It is important to keep these differences and intersecting identities in mind when designing strategies, policies, programmes and services. Ultimately, promoting gender equality means transforming the power relations between women and men, girls and boys and individuals with different gender identities in order to create a more just society for all. One part of a strategy to achieve gender equality is Gender Equity - the deliberate process of being fair in order to produce equal and measurable outcomes. It is defined as the condition of justice in relations among women and men, leading to a condition in which women and men enjoy equal rights, opportunities and status.

Key Concepts:

GENDER ANALYSIS: the study of how gender identities shape individual choices and opportunities in relation to material resources, social, political, and economic activity within a given community or group. Gender analysis is a process that also includes determining what strategies, institutional changes and related resources are required or available for resolving a given problem and decreasing the disadvantage.

GENDER BASED EMPOWERMENT: Empowerment is a strategy to increase girls', boys' and young people's agency over their own lives, and their capacity to influence the relationships and social and political conditions that affect them. Lack of power is one of the main barriers that prevent particularly girls and young women from realising their rights. This can be overcome by a holistic and sustainable strategy of empowerment, involving

girls, boys, and young people in changing gender norms to the benefit of all. Gender-based empowerment focuses on promoting simultaneous change in: norms, attitudes and behaviours; social and economic resources and safety nets; as well as policy frameworks and budgets. It is a core strategy of any effective work promoting gender equality and inclusion. While empowering girls and young women is key in promoting their rights, it is also essential to engage boys and young men as partners and co-beneficiaries in the realisation of gender equality. Gender norms and stereotypes often privilege boys and young men; however, their behaviours and decision-making are also constrained and shaped by rigid social and cultural expectations. Men and boys can play an important role in overcoming gender inequality and discrimination both as power holders and as beneficiaries of change.

GENDER IDENTITY: Gender identity refers to how an individual feels about their own gender. Individuals may identify as male, female or as something else and their gender identity may or may not be the same as the sex that they were assigned at birth. Everyone has a gender identity and expresses their gender in a unique and personal way.

INTERSECTIONALITY/INTERSECTING IDENTITIES: People do not fall neatly into single social groups. Each individual can have many identities that impact on how they interact with and are viewed by society. Unpacking these intersecting identities is key to understanding discrimination and exclusion because a person's experience of exclusion is often greater than the sum of all parts. For example, to understand the experience of a girl from a minority ethnic group, we must invest in understanding how these two identities interact, frequently reinforcing each other in creating greater barriers to her rights and perpetuating even greater experiences of discrimination.

SEXUAL ORIENTATION: Sexual orientation is a continuum that refers to each person's capacity for profound emotional, affection and sexual attraction to, and/or intimate and sexual relations with, individuals of a different gender or the same gender or more than one gender.

SOCIAL NORMS: Social norms are a pervasive feature of all our lives. Norms are shared beliefs about what is typical and appropriate behaviour in a group of people, including women, girls, men and boys. Social norms are like informal rules, which also influence (and are influenced by) formal rules such as laws and regulations. Norms shape expectations and attitudes and can sustain and prescribe gender inequality. Around the world, social norms on gender shape the unequal status of women and girls and the expectations of their role in society.

GENDER AND DEVELOPMENT (GAD) is a term applied to the consideration of gender in the social structure and economic conditions of societies. GAD does not focus exclusively on women, but on the socio-economic-political relationships between males and females. A GAD approach is concerned with creating equal opportunities for both sexes. It also targets members of society who are disadvantaged and empowers them to take their development into their own hands.

GENDER SENSITIZATION - is the process whereby individuals improve their ability to consider the impact of plans, policies, behaviour and attitudes on both females and males, and to be sympathetic to each group's social and physical needs.

PRACTICAL AND STRATEGIC NEEDS - Men and women currently have "assigned" gender roles and identities, and may require support in fulfilling those roles. These are practical gender needs, and may include mechanization of farming for male landowners, or home water taps for female homemakers. If men or (more often) women carry inequitable gender roles, they may require support in transforming those roles. These are strategic gender needs, and may include literacy for women, or couple counselling on family planning.

RATIONALE

Children in Crossfire recognises that promoting gender equality is a critical component of the organisation's commitment to diversity. This Gender Policy seeks to clarify the organisation's expectations and guidelines to assist staff in their efforts to advance gender equality.

The policy is marked by two fundamental principles:

- That all people, by virtue of their shared humanity, carry inherently equal dignity and rights. Therefore, Children in Crossfire should always affirm and uphold the equal rights, opportunities and status of men, women and children.
- That each person has a unique identity and combination of aspirations and abilities. Therefore, Children in Crossfire must strive to understand how the particular conditions of each individual or social group shapes its ability to achieve equal fulfilment, and create tailored opportunities for each to thrive.

POLICY STATEMENT

In order to fulfil our mission and vision, Children in Crossfire is dedicated to advancing Gender Equality within our organisation and programmes. We will:

- improve the ability of men, women and children to work creatively and effectively within the organisation and in communities in programme countries by increasing awareness of gender inequality, by working with men, women and children to change the conditions that create and maintain them
- advance gender equality within the institution through our management of human resources and the organisational culture, and within the communities we serve through our programming and our advocacy
- challenge discrimination and human rights violations based on gender, including gender-based violence, and other forms of exclusion
- foster an organisational culture that embraces our commitment to gender equality, while supporting staff to adopt good practice, positive attitudes and principles of gender equality embedded along the principles of human rights

Ultimately, by harnessing the full potential of all men, women and children, this commitment will improve our organisational effectiveness and the quality and impact of our programme.

GOALS

To translate this Policy into action, gender equality is integrated across our work and organisation. We recognise that leadership, resources and technical capacity are necessary, and will collectively ensure these requirements are met. To enhance programme quality and to affirm our commitment to uphold the dignity and rights of all, Children in Crossfire's goal will be to promote gender equality through programming and organisational culture.

A: Programme Planning and Monitoring and Evaluation

To enhance programme quality and to affirm our commitment to uphold the dignity and rights of all, Children in Crossfire's goal will be to promote gender equity through programming systems and structures where:

- Children in Crossfire implements a gender equality strategy across its programmes of work. By applying gender analysis and implementing gender responsive interventions that address needs of women and men, girls and boys, we commit to engaging and informing all participants about gender equality, and providing support for them to make changes to improve gender relations and opportunities in their lives
- Through the gender analysis, we ensure the systematic analyses of gender relations as a critical element of understanding how young children are cared for from within the family, through other duty bearers. This ensures that programmes are designed to maximize impact on gender equity
- Children in Crossfire targets programme activities towards appropriate participants, balancing consideration of gender roles and responsibilities with a commitment to also advancing long-term strategic gender interests
- Children in Crossfire monitors and evaluates all programme activities that measure the relative impact on women and men, boys and girls and on the relations between them
- Children in Crossfire ensures that results-based management systems and processes facilitate the extraction of gender-disaggregated results data and their use to inform strategic planning and decision-making

B. Organisational Culture

Children in Crossfire will seek to create and maintain a gender sensitive work environment by:

1. Fostering a non-discriminatory environment where non-discriminatory working relationships and respect for diversity is encouraged, regardless of gender identity and/or sexual orientation;
2. Prioritising gender equality in staff recruitment, orientation, promotion, and retention, and strive for equitable numbers of women and men at all levels of the organisation, including senior leadership. Children in Crossfire will work to ensure diverse and equitable representation in decision making, and ensure meaningful and gender-sensitive participation for staff members at all levels;
3. Invest in staff training on gender equality at all levels to strengthen our capacity to do gender-sensitive and transformative work
4. Integrate gender equality within core competencies for talent review processes, to drive and stay accountable to gender equality goals;
5. Dedicate appropriate funding to fulfil gender equality commitments, and ensure technical expertise to support our gender equality work via the resourcing of dedicated/talented technical gender equality staff;
6. Ensure that priority is given to fostering safe, gender sensitive work environments for all staff, with clear accountability mechanisms to prevent and protect against sexual and gender-based discrimination and harassment in the workplace;
7. Ensure benefits policy is equitable and responsive to the need to balance work, family, civic life, and the different gender roles of staff (e.g. responsibilities of pregnancy, paternity leave, and family care).

IMPLEMENTATION

Children in Crossfire recognises that gender equality progresses at different rates and by different means in the different contexts within which the organisation is operational. While we must respect the flexibility of this process, Children in Crossfire will hold all its staff accountable for achieving measurable progress toward a situation where men and women, boys and girls, enjoy equal opportunities, rights and access to power and resources.

In some cases, this may require changes in the way we work, and how we design our interventions. Children in Crossfire's staff and partners must develop innovative approaches that provide responsible support to communities to explore gender dynamics and advance gender equality.

Three minimum standards to ensure implementation of this policy include:

- All Children in Crossfire Offices will commit to implementing this policy and monitor progress;
- Children in Crossfire will invest human and financial resources at all levels to support implementation, monitoring and evaluation of plans to advance gender equality;
- Children in Crossfire will integrate activities (as illustrated in Appendix I) to advance both programming and institutional goals within strategic planning tools such as: Strategic plans, Results Based Management processes, annual operational plans, partner MOUs and staff annual appraisals.

APPENDIX I - DETAILED ACTIVITIES FOR IMPLEMENTATION

A. Implementation of Program Planning Goals

Children in Crossfire will incorporate gender equity into programming through the application of gender awareness and analysis to the project cycle including design, implementation, monitoring and evaluation through:

1. Incorporating gender questions and perspectives into project design documents, baseline surveys, guidelines and monitoring and evaluation tools.
2. Analysing the roles, responsibilities, cultural constraints, stereotypes and relationships between males and females in programmes with critical focus on victim-survival approaches and ethos.
3. Examining the structures beyond the community that affect men and women's access to and control of resources, power of decision-making, and how these structures might be influenced by the programme.

4. Developing the gender analysis tools and skills to support project participants not only in meeting immediate practical needs, but also in exploring and advancing strategic interests that may challenge socially defined roles which limit development potential.
5. Ensuring that technology, training and information are appropriate and accessible to both women and men.
6. Increasing the level of staff awareness through training on gender issues, gender sensitivity and analysis.
7. Building gender awareness as criteria into any partnership strategy and supporting partners in developing and applying gender equity in their programming and management.
8. Continuing to expand Children in Crossfire's knowledge of and commitment to gender issues, through research, documentation and sharing of lessons learned.

B. Implementation of Organisational Goals

The Children in Crossfire CEO and Senior Management Team will be responsible for implementing activities that foster a work environment that supports and rewards the full contribution and productivity of both men and women.

Activities will include, but not be limited to:

1. Conducting gender analysis to identify and address barriers to equal representation in staffing patterns. Once data are analysed, specific goals will be set for addressing staffing imbalances and modifying personnel and benefits policies if necessary.
2. Ensuring that career development opportunities are afforded to both men and women. This may include such activities as a formal mentoring and coaching system.
3. Ensuring that sufficient effort is made where appropriate that candidates of both sexes are given equal consideration for available positions.
4. Developing and/or reviewing existing policies, procedures, and systems to ensure that they support a gender-sensitive and family-friendly work environment.
5. Developing core competencies that address core values and gender awareness and equity. These competencies should be integrated within performance management systems and into any management development model.
6. Building staff skills and institutional capability through training in gender sensitivity and gender analysis