



ADRA Network Policies and Procedures		
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## ADRA Denmark’s Protection from Sexual Harassment, Exploitation, and Abuse (PSHEA) Policy

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### Definitions

<b>ADRA Representatives</b>	This term refers to anyone who represents ADRA: All permanent, temporary, and part-time staff; board members; interns; volunteers; ADRA visitors (including media); contractors (including suppliers and vendors) and consultants; and sub-grantees (local implementing partners and service providers).
<b>Beneficiaries</b>	<p>In regards to safeguarding, ADRA uses a broad, working definition of ‘beneficiary’ to include not only direct beneficiaries of a particular project, but also any child or adult who is part of the affected population who might suffer harm caused by ADRA Representatives as a part of ADRA’s presence.</p> <p>Synonyms for ‘Beneficiary’ include: Project Participant, Affected Population, Population of Concern, Local Community.</p> <p>Sex with a beneficiary is considered either sexual exploitation or abuse, however the individual need not be in a vulnerable position; a differential power or trust relationship is sufficient to establish SHEA.</p>
<b>Safe Recruitment</b>	The purpose of Safe Recruitment is to help identify and deter or reject individuals who are deemed to be at risk of breaching ADRA’s policies and not adhering to its

	standards. The Safe Recruitment process begins with how jobs are advertised to how employees are inducted and trained.
<b>Sexual Abuse</b>	The actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.
<b>Sexual Exploitation</b>	<p>Sexual Exploitation is defined as the abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting monetarily, socially or politically from the sexual exploitation of another.</p> <p>Examples of sexual exploitation include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ Offering special benefits (including money, employment, goods or services) to program participants in exchange for expressed, implied or demanded sexual favors;</li> <li>▪ Threats or insinuations that an individual’s refusal or unwillingness to submit to sexual advances or demands will affect the person’s entitlement to project assistance &amp; support;</li> <li>▪ Verbal conduct such as sexually derogatory remarks, graphic verbal commentaries about an individual’s body or dress, sexually degrading words used to describe an individual, sexually suggestive or obscene letters, notes, emails or invitations, demeaning or inappropriate comments, name-calling, innuendos, slurs, jokes, sexual advances or propositions;</li> <li>▪ Visual conduct such as leering, sexual gestures, displaying or distributing sexually suggestive objects or pictures, cartoons, graffiti posters or magazines; or</li> </ul> <p>Actual or threatened physical contact or conduct, such as patting, pinching, blocking movements, or any other offensive touching.</p>
<b>Sexual Harassment</b>	<p>Any unwelcome sexual advance, comment, expressed or implied sexual demand, touch, joke, gesture, or any other communication or conduct sexual nature, whether verbal, written or visual, by any person to another individual within the scope of ADRA’s work. This also includes an unwelcome request for sexual favors.</p> <p>Sexual harassment can take various forms. It can be obvious or indirect, physical or verbal, repeated or one-off and perpetrated by any person of any gender towards any person of any gender. Sexual harassment can be perpetrated against beneficiaries, community members, citizens, as well as staff and representatives.</p> <p>Examples include: sharing of images that create an offensive or intimidating environment; downloading sexually explicit pictures from an ADRA’s computer (even if not shared with others); unwanted or inappropriate touching; requests of a sexual nature made by one person to another that demand or imply a condition of employment or compensation.</p> <p>ADRA prohibits sexual harassment of any individuals, employee or program participant, regardless of their work relationship.</p>

## Purpose

ADRA expects that working relationships are based on mutual respect, professionalism, and free from sexual harassment, sexual exploitation, and sexual abuse.

The purpose of this Policy is to:

- State ADRA's committed to the protection from and response to SHEA.
- Clarify ADRA's expectations of all who represent us to uphold the Safeguarding Code of Conduct.
- Affirm ADRA's people-focused approach to responding to SHEA allegations.
- Establish network procedures to report and manage incidents of sexual misconduct.
- Standardize disciplinary actions for violations of this Policy.

## Scope

As a network approved policy, the Protection from Sexual Harassment, Exploitation and Abuse (PSHEA) Policy applies to all ADRA Representatives. The Policy applies while in and outside of the workplace during working and non-working hours every day of the year. Associating with ADRA means that one must comply with ADRA's standards, even if the standards are higher than one's local context or governing laws.<sup>1</sup>

## Policy Statement

ADRA believes all people have a right to live their lives free from sexual violence. ADRA recognizes that our work often puts its Representatives in positions of power in relation to the communities we work with, especially vulnerable adults and children. ADRA Representatives have a moral and legal obligation to use their power respectfully and must not abuse the power and influence they possess.

ADRA will not tolerate its employees, volunteers, consultants, partners or any other representatives associated with the delivery of its work carrying out any form of sexual harassment, sexual abuse or sexual exploitation (SHEA).

ADRA Representatives have the duty to create and maintain environments that promote the protection of those we serve and our own Representatives from SHEA. It is the responsibility of all ADRA Representatives to raise any concerns you have or those which are reported to you according to this Policy. It is not your responsibility to investigate if sexual harassment, abuse, or exploitation has occurred.

All complaints about sexual misconduct brought to ADRA's attention will be taken seriously. ADRA will conduct rigorous and fair investigations of complaints that indicate a possible violation of this Policy. Responses to SHEA allegations will be survivor-centered and consider the comprehensive needs and safety of all those involved. ADRA will not tolerate SHEA carried out by its Representatives; substantiated allegations of SHEA will result in appropriate disciplinary action.

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<sup>1</sup> These standards are listed in the ADRA Code of Conduct and the Safeguarding Code of Conduct.

## Core PSHEA Principles

ADRA is in full agreement with the United Nations zero tolerance policy relating to sexual exploitation and abuse. Conduct that ADRA Representatives must abide by includes:<sup>2</sup>

1. Sexual harassment, exploitation, and abuse by humanitarian workers are acts of gross misconduct and therefore are grounds for termination of employment.
2. Sexual activity with children (persons under the age of 18) is prohibited regardless of the local age of consent, i.e. the local or national laws of the country you are working in. Ignorance or mistaken belief in the age of the child is not a defense.<sup>3</sup>
3. Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior by ADRA Representatives is prohibited. This includes exchange of assistance that is due to beneficiaries.
4. Any sexual relationships between those providing development or humanitarian assistance and protection and a person benefitting from such development or humanitarian assistance and protection that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of aid work.<sup>4</sup>
5. When an ADRA Representative develops concerns or suspicions regarding sexual harassment, exploitation, and abuse by an ADRA Representative, he or she must report such concerns via established reporting procedures stated in the **ADRA Global Procedures to Receive and Report Sensitive Complaints**.<sup>5</sup>
6. ADRA Representatives are obliged to create and maintain an environment which prevents sexual harassment, exploitation, and abuse and promotes the implementation of this Policy and the Safeguarding Code of Conduct. ADRA managers at all levels have particular responsibilities to support and develop systems which maintain this environment.

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<sup>2</sup> Translations of the Core PSHEA Principles can be found at <https://interagencystandingcommittee.org/principals/documents-public/iasc-six-core-principles-relating-sexual-exploitation-and-abuse-2002>.

<sup>3</sup> The prohibition of sexual activity with children does not apply where the ADRA Representative is legally married to someone under the age of 18 but over the age of majority or consent in their country of citizenship. The legality of a marriage for the purposes of ST/SGB/2003/12/4.4 is to be determined by reference to the law of nationality of the ADRA Representative.

<sup>4</sup> Sexual relationships between national staff from the communities where ADRA is implementing are allowed, but strongly discouraged. These relationships must be disclosed immediately or else the conduct will be considered a violation of the *Code of Ethics*'s clause on conflict of interest. Any relationship with a minor, even if locally accepted, is prohibited by ADRA. Read more in Annex I of the *Code of Conduct*.

<sup>5</sup> Everyone has the right and obligation to report sexual misconduct. Anyone who witnessed but was not the target of SHEA is obligated to report in their own right. ADRA will address any complaint and concern without discrimination, even if the offense might not meet the standard for SHEA.

## ADRA's Commitments to PSHEA

Safeguarding and PSHEA are integral part of the mission and values of the Seventh-day Adventist Church and one that is firmly rooted in ADRA's Purpose Statement to serve humanity as God intended. Therefore, ADRA commits to the following measures:

1. **Quality Leadership to Accelerate Change and Provide a Safe Working Culture**
2. **Active Prevention of Sexual Harassment, Exploitation, and Abuse (SHEA), including Workplace Harassment**
3. **Strengthened Reporting Procedures to Enhance Accountability and Transparency with a Zero Tolerance to Inaction**
4. **Taking a Survivor-centered Approach**
5. **Supporting Partners and Stakeholders on the Prevention of SHEA**

These five commitments are explained in detail in Annex I and II with specific requirements, particularly around recruitment and reporting. The **ADRA Safeguarding Implementation Standards**, particularly Commitments One and Two, serve to help operationalize these commitments and requirements in a practical manner.

### Safeguarding (PSHEA) Risk Assessments

To remain compliant with this Policy, every ADRA office must exercise due diligence to identify, mitigate, and monitor risks of SHEA through a proportional risk management approach will be implemented through this Policy. Safeguarding risk assessments and mitigation plans for SHEA can be incorporated into pre-existing assessments, such as a security risk register or a gender analysis.

- **Operational:** Each ADRA Country Office must conduct an annual risk assessment that identifies organizational risks that include administrative areas, which are not necessarily project-specific. In congruence, every country office must maintain a context and referral map to track existing laws, cultural norms, reporting requirements around SHEA and known service providers to refer survivors of sexual violence.<sup>6</sup>
- **Project:** Within programming approaches, program teams must assess the level of risk for SHEA occurring and adapt the program design and implement prevention strategies accordingly. This is particularly crucial in humanitarian settings.
- **Partners** (subgrantees and service providers): In the partner selection process, the ability for the potential partner to comply with the ADRA Safeguarding Framework Policies should be considered. The level of this assessment should correspond with the degree of involvement the partner will have with beneficiaries. Findings from this assessment should inform the eventual contract and work plan between ADRA and the partner to strengthen PSHEA capacity for the partner.

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<sup>6</sup> Tools for safeguarding risk management are located in the Safeguarding Implementation Toolkit on ENet: [Operational Risk Management](#), [Program Risk Management](#), and [Partner Risk Management](#).

## Reporting SHEA Concerns

ADRA Representatives who receive or have a complaint or concern related to sexual harassment, exploitation, and abuse should report it immediately and not investigate further.

Contact emergency services if someone is in imminent danger and if it will not place anyone at risk of further harm.

Otherwise, ADRA Representatives should directly inform their Safeguarding Officer or Focal Point<sup>7</sup>, ADRA Denmark's Secretary General or department directors, and their line manager if appropriate. This must occur within one day (24 hours) or as soon as possible if security and technology do not allow this deadline to be met.

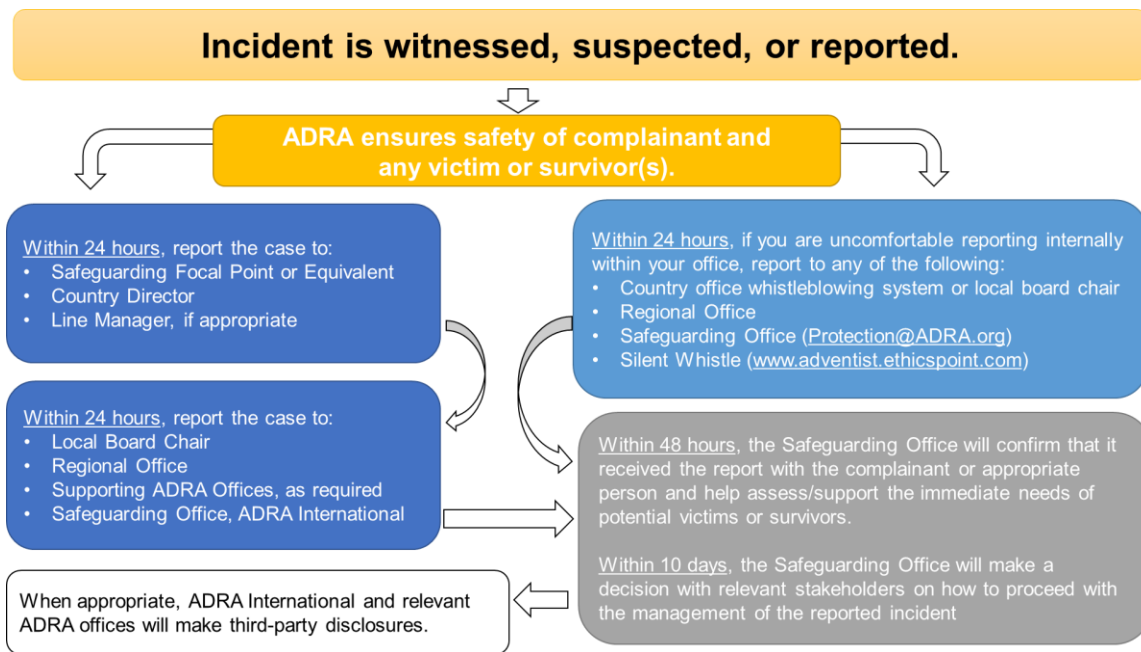
If an ADRA Representative does not feel comfortable reporting to the Safeguarding Focal Point or Country Director, they may report through the following alternative channels:

- ADRA Denmark's whistleblowing platform ([www.adra.dk/make-a-complaint/](http://www.adra.dk/make-a-complaint/))  
Sensitive complaints will go directly to the Chairman of the Board and the Deputy Chairman.
- ADRA Denmark's Cooperation Committee (*Samarbejdsudvalget*) via telephone (+45 4558 7700) or send a letter to:  
ADRA Denmark's Cooperation Committee (*Samarbejdsudvalget*)  
Concordiavej 16  
2850 Nærum  
Denmark
- ADRA Regional Office
- Safeguarding Office at ADRA International ([Protection@ADRA.org](mailto:Protection@ADRA.org))
- The Seventh-day Adventist Church's whistle blowing platform ([www.adventist.alertline.com/GCS/welcome](http://www.adventist.alertline.com/GCS/welcome))

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<sup>7</sup> The Safeguarding Focal Point is a place holder for anyone with safeguarding responsibilities, such as a Complaint Officer, Safeguarding Manager, Gender and Protection Manager, et cetera. Local adaptations of this policy can update the name to the relevant position in their office if it exists.

Image: Reporting Flowchart for Sensitive Concerns (generic for the entire ADRA Network)



### Responding to SHEA Concerns

Conduct that undermines the Core PSHEA Principles and ADRA’s commitment to maintain a protective environment is prohibited under this Policy. Where concerns exist about the conduct of ADRA Representatives in relation to sexual misconduct, the Safeguarding Office with relevant stakeholders will decide if the complaint comes within the scope of conduct prohibited by this Policy.

When appropriate, an administrative safeguarding investigation will be conducted and possible referral to statutory authorities for criminal investigation under the law of the country in which they work; and/or by ADRA in accordance with disciplinary procedures.

ADRA Offices are obliged to support the administrative safeguarding investigation process and any reporting requirements.

### Disciplinary Consequences

Any substantiated violation of the PSHEA Policy will be considered an act of gross misconduct and cause for termination. Additionally, anyone subject to this Policy who is found to have harassed, coerced, intimidated or retaliated against another in violation of this Policy will be subject to prompt and appropriate disciplinary action, up to and including termination.

## Implementation and Monitoring

Local boards are ultimately accountable for this Policy; while the President of ADRA International, Regional Directors, and Country Directors are responsible for its implementation.

All ADRA managers are also responsible to ensure the delivery of this Policy and to promote it as relevant in all aspects of their work, to hold themselves and others to account and to help create a safe environment for all.

Adherence to this Policy should be guided by the **ADRA Safeguarding Framework (ASF) Implementation Standards**, where the minimum standards for safeguarding as stated in this document must be implemented.



## Annex I: ADRA's Commitments to PSHEA

### 1. Quality Leadership to Accelerate Change and Provide a Safe Working Culture

- ADRA Leaders set the tone for agency culture by establishing clear expectations on appropriate conduct, modeling respectful behavior in their interactions at work, and taking measures to improve diversity, equity, and inclusion.
- ADRA Leaders are responsible for creating a “speak up” culture to promote accountability and transparency.
- ADRA Leaders must uphold the highest standards of professional and personal conduct and act with integrity and discretion.

### 2. Active Prevention of Sexual Harassment, Exploitation, and Abuse (SHEA), including Workplace Harassment

- Each ADRA office will have a Safeguarding Policy in place that includes a strong SHEA element.
- Each ADRA office must have a Code of Conduct in place for staff and partners and include a prohibition of SHEA
- Each ADRA office has a workplace policy that promotes dignity and respect in the workplace
- Human resource policies, procedures and training must prioritize prevention and response to SHEA.
  - Every ADRA office will facilitate trainings on this Policy and the other ADRA Safeguarding Framework policies for inductions and at least annually as a refresher training for all staff.
- Recruitment and engagement processes reflect ADRA's commitment to safeguarding and minimize as far as possible the risk of engaging an individual unsuitable to work with vulnerable people. *Safe recruitment requirements are included in the first annex.*
- Safeguarding will be considered a cross-cutting issue across all departments, sectors, and offices within the ADRA network.
- ADRA will prioritize partnering with organizations, engaged to increase ADRA's impact, that have a commitment to safeguarding.

### 3. Strengthened Reporting Procedures to Enhance Accountability and Transparency with a Zero Tolerance to Inaction

- Every ADRA office will establish and ensure that complaint mechanisms for reporting sexual harassment, exploitation, and abuse are equitably accessible, safe and confidential--particularly to participants of ADRA programs-- and that ADRA Representatives understand how to receive and refer complaints.

- ADRA has at least one person<sup>8</sup> trained to receive and respond to safeguarding and child protection incident reports in each office.
- ADRA has a zero tolerance to inaction and will act on every allegation in a fair and reasonable way with due regard for procedural fairness, including workplace bullying and harassment allegations.
- Swift and appropriate action will be taken against ADRA Representatives who commit sexual exploitation and abuse, child abuse, and other serious forms of harassment, exploitation, and abuse.<sup>9</sup>
- ADRA will not tolerate any form of retaliation against people who report suspected sexual misconduct in good faith or against those who participate in administrative safeguarding investigations.
- Failure of an ADRA office to comply with the safeguarding standards or investigations, especially in actively disregarding recommendations of safeguarding investigations, will result in disciplinary action from to the removal of the ADRA license.
- All reports and allegations will be kept confidential to the maximum extent possible while using a survivor-centered approach.<sup>10</sup>
- Safeguarding incidents will be disclosed internally and externally with varying amounts of information in the appropriate manner.
  - ADRA reserves the right, in consultation with legal counsel, to disclose information about safeguarding incidents on record concerning an ADRA Representative if requested by an ADRA office or another third party in a selection process.
  - ADRA will establish a mechanism for monitoring and evaluating its Global Reporting Procedures. This oversight will include monitoring SHEA reports received and actions taken to assess effectiveness, report progress, and improve efforts to prevent and respond to SHEA.

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<sup>8</sup> Ideally someone who isn't within Human Resources.

<sup>9</sup> Consequences may include administrative or disciplinary action, and/or referral to the relevant authorities for appropriate action, including criminal prosecution, in the abuser's country of origin as well as the host country.

<sup>10</sup> Only people with a need to know can be provided information and limited to their role in the response and investigation process. Anyone who has a role as a part of the investigation or response team is bound by confidentiality and can be disciplined, up to termination, for violating that confidentiality.

#### **4. Taking a Survivor-centered Approach**

- Actions to address SHEA will be underpinned by a “do no harm” approach prioritizing the rights, needs, and wishes of the victim or survivor, while ensuring procedural fairness to all parties.
- Victims and survivors will be consistently treated with dignity and respect. This includes believing complainants at the first point of contact with ADRA when reporting abuse.
- Victims’ and survivors’ needs and priorities will be considered throughout and after the investigative process. ADRA will work hard to involve the survivor in decision-making when possible and appropriate.
- Anonymous reporting is allowed. To the best of our ability, ADRA will work with survivors to address their concerns around confidentiality to allow effective investigations to go forward.
- ADRA will provide basic emergency assistance (security and legal) and basic medical (emergency assistance and psychosocial) support as appropriate and feasible to complainants of sexual exploitation and abuse. ADRA will assist survivors with reporting incidents to the proper authorities should they choose to do so directly.
- The safety and security of individuals (complainant, survivor, witnesses, respondent, and investigators) involved in an administrative safeguarding investigation will be prioritized and protected by ADRA.
- ADRA will ask survivors and complainants who have received incident support for their feedback to improve ADRA’s response mechanisms.

#### **5. Supporting Partners and Stakeholders on the Prevention of SHEA**

- ADRA will do its best to support its partners and other stakeholders it engages with, including government, business, other non-government organizations, institutions, communities and individuals, to collectively address the underlying causes of SHEA while dealing sensitively and effectively with SHEA that occurs in the course of our work.
- Partner arrangements include a plan for building safeguarding capacity and costs are included in budgets and awards.
- When possible, ADRA will participate in community-based or inter-agency complaint mechanisms that are jointly developed and implemented by the local or aid community. ADRA will promote inter-agency efforts and shared mechanisms for preventing and reporting SEAH.
- Create and maintain mechanisms to routinely educate communities ADRA serves of their rights and how to access appropriate reporting channels, as well as what happens when one reports.

## Annex II: ADRA Safe Recruitment Requirements

### Checklist for PSHEA and Child Safeguarding Recruitment, Contracting, and Performance Management<sup>11</sup>

- Include a sentence in job announcements to notify candidates that background and reference checks will be conducted and ethics is part of annual performance appraisals.
- Require applicants to self-declare prior issues of sexual or other misconduct, termination of past employment, criminal records, and concerns registered with government authorities regarding contact with children, and to consent to the disclosure of any such information by their former employers during verification of references. This request and the response of applicants must be documented.
- Documented verbal referee checks
- Conduct background checks (e.g. police records, Google searches) and contact references to vet for former misconduct in accordance with local laws regarding employment, privacy and data protection. Documented criminal record checks are required for all Representatives in contact with children.
- In limited circumstances it may prove impossible to obtain a reliable criminal record check. A statutory declaration, or local legal equivalent, outlining efforts made to obtain a foreign police check, and disclosing any charges and spent convictions related to child exploitation, as well as completed self-declaration forms may be accepted instead.
- Ideally, checks should be conducted for each country in which the individual has lived for 12 months or longer over the last 5 years, and for the individual's countries of citizenship.
- Conduct background checks on existing staff if there are changes in responsibilities and positions that require increased engagement with vulnerable people.
- Background checks on existing staff should be re-run every three to five years.
- Ensure gender-balanced interview panels during hiring processes and conduct gender neutral interviews<sup>12</sup>
- Ask candidates interview questions about ethics and ethical dilemmas (e.g. What's your idea of an ethical organization? Tell me about a time when you faced an ethical challenge.) For positions working directly with vulnerable populations, interviews should include behavioral-based questions that are specific to the position.
- Require candidates to review and sign the code of conduct (or include in employment contracts) before being offered a contract

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<sup>11</sup> This checklist is sourced from UNICEF's PSEA Toolkit from January 2020. Support to implement these requirements can be found on ENet's Safeguarding Page under "Safe Recruitment."

<sup>12</sup> Also see [UNICEF Gender Balance Strategies and Tools](#), accessed July 8, 2019

- Include a PSHEA clause<sup>13</sup> in employment contracts, including when subcontracting
- Outline disciplinary measures in the event of proven SHEA allegations (e.g. termination of contract)
- Include training in PSHEA as part of onboarding process and provide refresher courses at regular intervals during employment tenure
- Include adherence to code of conduct (e.g. participation in PSHEA trainings) in performance appraisals of staff
- Include in the performance appraisals of senior staff their effectiveness in creating and maintaining an environment which prevents and responds to SHEA
- Freeze professional advancement/recruitment opportunities of individuals under investigation
- In cases of confirmed misconduct, take robust disciplinary action (e.g. dismissal, suspension, written censure or other administrative/corrective measures) and, where this involves possible criminal conduct, consider reporting the incident to local law enforcement authorities<sup>14</sup>
- Maintain an internal database documenting any disciplinary measures on personnel, including dismissals, to avoid rehiring them at a later point in time
- Systematically share relevant information of personnel known to have committed SHEA with other potential employers during background checks, to the extent legally possible.

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<sup>13</sup> ADRA offices can adapt the following language for the PSHEA clause: “The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract. Any breach of the provision by the Contractor shall entitle ADRA to terminate the contract with immediate effect.”

<sup>14</sup> ADRA may choose not to refer a case to national law enforcement.