

Norwegian Church Aid's Protection from Sexual Harassment, Exploitation and Abuse (PSHEA), and Child Safeguarding (CS) policy (2021)

Introduction

As a humanitarian diaconal organisation and pursuant to our mandate, Norwegian Church Aid (hereinafter referred to as NCA) has an obligation to respect and protect vulnerable people at risk.

NCA has a zero tolerance for sexual harassment, exploitation, abuse, and child abuse. To minimize the risk of harm to children who come into contact with NCA activities and those working with or associated with NCA, we are reiterating our commitment to child safeguarding.

NCA recognises that sexual harassment, exploitation and abuse can occur in any context, and in all work-related settings. In a humanitarian crisis, however, the dependency of affected populations on humanitarian agencies for their basic needs creates an additional ethical responsibility and duty of care on the part of all NCA staff and related personnel. Sexual violence is the most immediate and dangerous type of gender-based violence occurring in emergencies and development settings and a violation of human rights. All personnel should therefore assume and believe that gender-based violence, and in particular sexual violence, may be taking place, as a serious and life-threatening protection issue, regardless of the presence or absence of concrete and reliable evidence.

NCA believes that all forms of violence, abuse and exploitation are an affront to children's dignity as human beings. We believe that all children have a right to be safe at all times, and that all children have equal rights to protection from all forms of abuse, neglect, and exploitation, regardless of their gender, sex, nationality, age, religious or political beliefs, family background, economic status, legal status, ability, physical or mental health or criminal background, and that any form of child abuse or exploitation is unacceptable. NCA respects children's right to participation, and ensures priority is always given to the best interests of the child.

All staff of NCA and its implementing partners have a common commitment to prevent sexual harassment, exploitation, and abuse, and to safeguard children, and all NCA staff and related personnel are personally and collectively responsible for upholding and promoting this policy both during and outside normal working hours.

For key terms used in this policy document, see annex 1 - Definitions

Scope

The policy applies to all staff, including, but not limited to, all permanent and temporary staff, expatriate staff and their dependents, interns, consultants, observers, volunteers, contractors, suppliers, secondees, and any other individuals working for or representing NCA (herein defined as NCA staff and related personnel). The policy shall be signed by all NCA staff and related personnel. All NCA staff and related personnel are responsible for ensuring that the policy is complied with¹. Breaches of the policy are a form of misconduct, and, if substantiated, will lead to disciplinary measures up to and including termination of employment and/or legal action of required.

¹ Annex 3 – Roles and responsibilities

This policy also applies to all offices of NCA when working with implementing partners in all programme contexts². Employees and individuals of non-NCA entities that have entered into partnership, sub-grant, sub-recipient and/or contractor agreements with NCA may instead sign their employer's code of conduct and standards if they are consistent with these standards. NCA does not partner with entities that fail to address sexual harassment, exploitation and abuse, and child safeguarding.

The main purpose of the policy is to promote greater accountability and outline key responsibilities to management and staff. It seeks to protect staff as well as every community member whom NCA assists. All staff must be mindful that each action in the respective context can have repercussions for the fate of many.

Key principles and personnel standards

NCA has a zero tolerance for sexual harassment, exploitation, and abuse. This means that all perpetrators are to be held accountable. To uphold and promote the highest ethical and professional standards, in adherence with the IASC Six Core Principles Relating to Sexual Exploitation and Abuse, 2019, specifically, for NCA, the following principles must be adhered to, on and off duty:

- Sexual harassment, exploitation and abuse and child abuse perpetrated by NCA staff and related personnel constitute acts of gross misconduct and if substantiated, will lead to disciplinary measures up to and including termination of employment and/or legal action if required.
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of the majority or age of consent locally. Mistaken belief in the age of the 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 by NCA staff and related personnel is prohibited. This includes the exchange of assistance that is due to programme participants.
- Sexual relationships between NCA staff and related personnel and programme participants are prohibited, since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of NCA's relief and development work.
- Where NCA staff or related personnel develop concerns or suspicions regarding sexual harassment, abuse or exploitation and child abuse by a fellow worker, whether in NCA, or at a (civil society or private sector) partner organisation or contractor, he or she must immediately report such concerns via the established agency reporting mechanisms.
- NCA staff and related personnel are obliged to create and maintain an environment that prevents sexual harassment, exploitation and abuse and child abuse and promotes the implementation of this Policy. NCA Managers at all levels have a particular responsibility to support and develop systems, which uphold these standards³.
- NCA does not partner with entities that fail to address sexual harassment, exploitation and abuse and child safeguarding through appropriate preventive measures, investigation, and

² [UN Protocol on allegations of sexual exploitation and abuse involving implementing partners](#)

³ Annex 3 - Roles and responsibilities

corrective action. Such failures shall constitute grounds for the termination of any cooperative arrangement with NCA.⁴

NCA holds a zero-tolerance approach to all forms of harassment, abuse, neglect, and exploitation of all people it works with, including children. NCA believes that all children have equal rights to protection and that some children face risks and difficulties in getting help, because of their ethnicity, gender, sex, age, religion, disability, or sexual orientation. To uphold and promote the highest ethical and professional standards, the following core principles must be adhered to safeguard children⁵:

- Respect children’s right to participate in any decision affecting them, and to have their views heard and acted upon, and ensure priority is always given to the best interests of the child.
- Adhere to all child protection laws, adhere to local and international child protection legislation in countries where they travel and work, as well as international laws and conventions in relation to all forms of child abuse and child exploitation, including but not limited to child sex tourism, child sex trafficking, child labour and child pornography.
- Ensure Child Safe Programme Design, to mitigate risk of physical harm to children, following from inadequate consideration of children’s needs and vulnerabilities. The consideration should be done during assessment/baseline, design and implementation stages.
- Ensure child-safe recruitment of NCA staff and related personnel, to ensure that NCA staff and related personnel, including volunteers, who will be working with children, are appropriately screened for any potential risks they may pose to children.
- In communication, valid reasons must be provided, both for the use of images of children and children’s information. When photographing or filming a child for work-related purposes, NCA staff and related personnel will:
 - Comply with local traditions or restrictions for reproducing personal images.
 - Obtain written informed consent whenever possible, or alternatively verbal consent in exceptional circumstances, such as immediate humanitarian response, from a parent/guardian of a child when photographing or filming the child or when extensive reporting is made of a child, and the child's face or name is visually identifiable in the photo/film footage. As part of this, the general way in which the photograph or film will be used must be explained and the extent of the accompanying identification information agreed.
 - Seek to obtain consent when photographing a group of children. Consent should ideally be secured in advance of the trip. As part of this, the general way in which the photograph/film will be used must be explained and the extent of the accompanying identification information agreed.
 - When explaining how the photograph/film will be used, this should also include any plans for social media activities.

⁴ In line with the [UN Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners](#)

⁵ ACT Alliance Child Safeguarding Policy, 2015

- Ensure photographs or films present children in a dignified and respectful manner, not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.
- Ensure identifying information about a child is treated in line with current GDPR guidelines.

To protect all stakeholders in all situations, NCA staff and related personnel shall, while on duty and off duty, adhere to the compulsory standards of behaviour related to sexual harassment, exploitation and abuse and child safeguarding, found in ACT COC⁶ (*Annex 2 – Standards of Behaviour*)

Complaints and disciplinary procedures

NCA complaints system⁷

NCA commits to a safe, confidential⁸, transparent and accessible reporting system⁹, available for members of the community, affected population, NCA staff and related personnel, and partners, including children. Information about the reporting system will be effectively disseminated through communication materials, and information about the reporting channels will be made available in relevant languages and presented in a way that all groups, including children, understand.

Deliberately false or misleading allegations made on any action by another staff is considered misconduct and will be subject to disciplinary action at the discretion of the employer.

All complaints will be handled by a discreet and trained designated complaints team, who may conduct an investigation corresponding to the level of harm to individuals and/or NCA.

Disciplinary measures

Any substantiated breach of this policy will not be tolerated and may, in accordance with relevant legislation, lead to internal disciplinary actions, dismissal or even criminal prosecution. Such action may be taken against both staff and organisations depending on the nature of the problem, the results of the investigation and proposed measures.

Best interest of the child

NCA commits to ensure that during any investigation, the safety and right to participation of the child remains paramount, always keeping in mind the best interests of the child. When determining whether a full investigation is necessary, the safety of the child is the primary concern.

Protection against retaliation

Stakeholders must be able to lodge their concerns without fear of reprisals or unfair treatment. As far as possible, NCA will do its utmost to ensure that complaints are handled with confidentiality and

⁶ <https://actalliance.org/wp-content/uploads/2019/08/ACT-Code-of-Conduct-Policy-2016-E.doc.pdf>

⁷ NCA Complaints handling system: Policy and guideline (currently not found online)

⁸ Access to and dissemination of information is restricted and only available to a limited number of authorized people on a “need to know” basis for the purpose of concluding necessary investigations.

⁹ For Country office staff and external: [NCA’s Operation Manual/Complaints handling](#) For Head office staff: [NCA’s HSE handbook/complaints handling](#)

without risking impact on employment or any form of reprisals and/or harassment because of highlighting a genuine problem.

Responsibilities

All staff have an individual responsibility to familiarize themselves and their dependents with this policy and its purpose.

All line managers of NCA have a responsibility to ensure that all their respective employees are aware of this policy, that they understand what it means in concrete behavioural terms and how it applies to their work context.

Read more in [Annex 3 - Roles and Responsibilities](#)

Associated policies

Associated policies are the *ACT Code of Conduct Policy*, the *ACT Humanitarian Protection Policy*, the *NCA Complaints Handling Mechanism policy and guideline*, *ACT Code of Good Practice*, *The Inter-Agency Standing Committee Guidelines for the Prevention of Sexual Exploitation and Abuse*, and *The Principles of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief*.

This policy has been developed in line with global best practices, drawing on the *Core Humanitarian Standard*, *SPHERE Standards*, including the *Accompaniment Child Protection Minimum Standards*, and the *IASC-gender handbook in humanitarian action*.

This policy is also a response to NCA's accountability to the communities it works with and is therefore to be operationalised as part of the broader NCA Accountability Framework.

Adherence to the policy

This policy is valid until the NCA staff and related personnel ceases to represent or work for NCA and partners. This policy shall be subject to periodic revision and review. The signatory accepts the consequences of any violation of any of the above principles and standards under this policy. All staff and related personnel are required to sign the policy.

Name:

Position:

Signature:

Date:

Place:

Annex 1: Key Definitions

For the purposes of the present policy:

Beneficiaries	The individuals, groups, or organizations that directly or indirectly benefit from an intervention, project, or programme.
Child	A person under the age of 18, regardless of the age of majority or age of consent locally. ¹⁰
Child Exploitation and Abuse (involves one or more of the following)	<p>a. <u>Physical abuse</u> Physical abuse occurs when a person purposefully injures or threatens to injure a child or young person. This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. The injury may take the form of bruises, cuts, burns or fractures.</p> <p>b. <u>Emotional abuse</u> Emotional abuse is inappropriate verbal or symbolic acts toward a child or a pattern of failure over time to provide a child with adequate non-physical nurture and emotional availability. Such acts have a high probability of damaging a child's self-esteem or social competence.</p> <p>c. <u>Neglect</u> Neglect is the failure to provide a child (where they are able to do so) with the conditions that are culturally accepted as being essential for their physical and emotional development and well-being.</p> <p>d. <u>Child Sexual Abuse</u> Child sexual abuse is the involvement of a child in sexual activity that s/he does not fully comprehend, give informed consent to, or for which s/he is not developmentally prepared and cannot give consent, or that violates the laws or social taboos of society. It is evidenced by an activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person. It may include, but is not limited to, the inducement or coercion of a child to engage in any unlawful sexual activity, the exploitative use of a child in prostitution or other lawful sexual practices or the exploitative use of pornographic performances and materials.</p> <p>e. <u>Grooming</u> Grooming generally refers to behaviour that makes it easier for an offender to procure a child for sexual activity. It often involves the act of building the trust of children and/or their carers to gain access to children to sexually abuse them. For example, grooming includes encouraging romantic feelings or exposing the child to sexual concepts through pornography.</p> <p>f. <u>Online grooming</u> Online grooming is the act of sending an electronic message with indecent content to a recipient who the sender believes to be less than 18 years of age, with the intention of procuring the recipient to engage in or submit to sexual activity with another person, including but not necessarily the sender.</p>

¹⁰ Glossary on Sexual Exploitation and Abuse, second edition, 2017,
https://hr.un.org/sites/hr.un.org/files/SEA%20Glossary%20%20%5BSecond%20Edition%20-%202017%5D%20-%20English_0.pdf

Child Labour	<p>The term “child labour” is often defined as 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:</p> <ul style="list-style-type: none"> • is mentally, physically, socially, or morally dangerous and harmful to children; and • interferes with their schooling by: <ul style="list-style-type: none"> • depriving them of the opportunity to attend school; • obliging them to leave school prematurely; or • requiring them to attempt to combine school attendance with excessively long and heavy work.
Child pornography	<p>In accordance with the Optional Protocol to the Convention on the Rights of the Child, ‘child pornography’ means ‘any representation, by whatever means, of a child engaged in real or simulated explicit sexual activities or any representation of the sexual parts of a child for primarily sexual purposes.’</p>
Child pornography material	<p>Material that depicts a person, or is a representation of a person, who is, or appears to be, under 18 years of age and is engaged in, or appears to be engaged in, a sexual pose or sexual activity, or is in the presence of a person who is engaged in, or appears to be engaged in, a sexual pose or activity, and does this in a way that a reasonable person would regard as being, in all the circumstances, offensive.</p>
Child protection	<p>In its widest sense, child protection is a term used to describe the actions that individuals, organisations, countries and communities take to protect children from acts of “harm” maltreatment (abuse) and exploitation e.g., domestic violence, exploitative child labour, commercial and sexual exploitation and abuse, deliberate exposure to HIV infection, physical violence to name but a few. It can also be used as a broad term to describe the work that organisations undertake in particular communities, environments or programmes that protect children from the risk of harm due to the situation in which they are living.</p>
Child Safeguarding	<p>Child safeguarding is the set of internal facing, business critical policies, procedures, and practice that we employ to ensure that our organisation itself is a child safe organisation.</p> <p>This means we ensure that:</p> <ol style="list-style-type: none"> 1. Anyone who represents our organisation behaves appropriately towards children and never abuses the position of trust that comes with being a member of our organisation family. 2. Everyone associated with the organisation is aware of and responds appropriately to issues of child abuse and the sexual exploitation of children 3. We create a child-safe environment in all our activities by always assessing and reducing potential risks to children 4. We are driven by the duty of care that we have to children.¹¹
Child-Safe Environment:	<p>A child-safe environment is one where active steps are taken to reduce risks of harm against, and there are clear, established guidelines and procedures for conduct, reporting abuse and follow-up.</p>

¹¹ Adapted from ACT Alliance Child Safeguarding Policy (2015)

Complainant	The person who initially notifies NCA or its partners of the sexual harassment, exploitation, and abuse allegation.
Dependents	Any individual accompanying a staff member to be based abroad and living on premises which are rented or belong to the organisation. ¹²
Discrimination	Discrimination includes the exclusion of, mistreatment of, or action against an individual based on social status, race, ethnicity, colour, religion, gender, gender identity, sex, sexual orientation, age, marital status, national origin, political affiliation or disability
Gender-based violence (GBV)	An umbrella term for violence directed toward or disproportionately affecting someone because of their actual or perceived gender identity. Sexual harassment, exploitation and abuse are all forms of GBV.
Informed consent	The voluntary agreement of an individual who has the capacity to give consent, and who exercises free and informed choice.
Implementing partners (“partners”)	Entity responsible and accountable for implementation of the intended programme. It may include government institutions, intergovernmental organizations, civil society organizations, faith-based organisations, faith-actors, and non-governmental organisations.
NCA Staff and Related Personnel	The term “NCA Staff and Related Personnel” includes all employees of NCA Head Office and NCA Country Offices. The term also includes board members, volunteers, interns, and international and local consultants, personnel on an NCA contract seconded to other organisations, in addition to individual and corporate contractors of these entities and related personnel. This includes non-NCA entities and their employees and individuals who have entered partnership, sub-grant or sub-recipient agreements with NCA.
Personnel	This include NCA or partners’ employees as well as sub-contractors, consultants, interns or volunteers associated with or working on behalf of NCA or the partner organization.
Sexual harassment, exploitation and abuse (SHEA)	“Sexual harassment” includes any form of unwanted verbal, non-verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment. “Sexual exploitation” is any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to profiting monetarily, socially or politically from the sexual exploitation of another. “Sexual abuse” is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. This includes non-contact and online sexual exploitation and abuse.
Sexual abuse	Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Comment: All sexual activity with a child is considered as sexual abuse. "Physical intrusion" is understood to mean "sexual activity". “Sexual abuse” is a broad term,

¹² ACT Alliance Code of Conduct policy (2016)

which includes several acts described below, including “rape”, “sexual assault”, “sex with a minor”, and “sexual activity with a minor”.¹³

Sexual exploitation	<p>Any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.</p> <p>Comment: “Sexual exploitation” is a broad term, which includes several acts described below, including “transactional sex”, “solicitation of transactional sex” and “exploitative relationship”.¹⁴</p>
Sexual harassment	<p>Sexual harassment includes any form of unwanted verbal, non-verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment. It means any unwelcome sexual advance, request for sexual favour, comment, expressed or implied sexual demand, touch, joke, verbal or physical conduct or gesture of a sexual nature, or any other communication or conduct of a sexual nature, whether verbal, written or visual, by any person to another individual within the scope of work or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another. Sexual harassment may be directed at members of the same or opposite sex and includes harassment based on sexual orientation. Sexual harassment can occur between any one or more individuals, employee or beneficiary, regardless of their work relationship.¹⁵</p>
Survivor	<p>Refers to a person who is, or has been, sexually exploited or abused.</p>
Survivor-Centered Approach	<p>A survivor centred-approach is one for which the survivor’s dignity, experiences, considerations, needs, and resiliencies are placed at the centre of the process, from the initial programme design to investigating and responding to potential incidents, with appropriate accountability for perpetrators of abuse. Consistent with the UN Protocol on Allegations of SEA Involving Implementing Partners, the survivor should be informed, participate in the decision-making process, and provide consent on the possible use and disclosure of their information. Those interacting with the survivor and/or handling information regarding the allegation must maintain confidentiality, ensure safety of the survivor, and apply survivor-centred principles without discrimination.</p>
Unwanted conduct	<p>Unwanted conduct covers a wide range of behaviour. It can include, but are not limited to: • spoken words • banter • written words • posts or contact on social media • imagery • graffiti • physical gestures • facial expressions • mimicry • jokes or pranks • acts affecting a person’s surroundings • aggression, and • physical behaviour towards a person or their property¹⁶</p>
Vulnerable (child, adult, people)	<p>Those who identify themselves as unable to take care of themselves/protect themselves from harm or exploitation; or</p>

¹³ Glossary on Sexual Exploitation and Abuse, second edition, 2017, https://hr.un.org/sites/hr.un.org/files/SEA%20Glossary%20%20%5BSecond%20Edition%20-%202017%5D%20-%20English_0.pdf

¹⁴ Glossary on Sexual Exploitation and Abuse, second edition, 2017, https://hr.un.org/sites/hr.un.org/files/SEA%20Glossary%20%20%5BSecond%20Edition%20-%202017%5D%20-%20English_0.pdf

¹⁵ Adapted from ACT Alliance Guidelines for Prevention of SEA (2011)

¹⁶ Sexual harassment and harassment at workplace

Those who, due to their gender, mental or physical health, disability, ethnicity, religious identity, sexual orientation, economic or social status, or because of disasters and conflicts, are deemed to be at risk.

Whistle-blower	Any NCA or partners' personnel or anyone else who reports SHEA or child abuse
Zero-tolerance policy	NCA policy establishing that sexual harassment, exploitation and abuse by NCA staff and related personnel (including by partners) is prohibited and that every transgression will be acted upon.

Annex 2 - Standards of behaviour¹⁷

To uphold and promote the highest ethical and professional standards, staff (as defined in the ACT Code of Conduct Policy) shall always:

- Respect and promote fundamental human rights without discrimination and act with integrity
- Respect and abide by national and international laws
- Treat all communities the ACT Alliance seeks to assist (including crisis-affected populations, internally displaced persons and refugees), fairly and with respect, courtesy, dignity and according to international laws and standards
- Positively represent the ACT Alliance
- Maintain an environment that prevents misconduct and promotes the implementation of this Code of Conduct. Managers at all levels have responsibilities to support and develop systems that maintain this environment
- Promote safe and confidential reporting of serious concerns about suspected misconduct following ACT Alliance guidelines
- Report immediately any knowledge, concerns or substantial suspicions of breaches of this Code of Conduct following ACT Alliance guidelines or to her/his line manager. Be aware that failure to disclose or knowingly withholding information about any reports, concerns or substantial suspicions of breaches of this Code of Conduct constitutes grounds for disciplinary measures
- Cooperate when requested with any investigation into alleged breaches related to this Code of Conduct

Misconduct

Any breach of this Code of Conduct is a form of misconduct, and, if substantiated, will lead to disciplinary measures up to and including termination of employment and/or legal action if required

Violations of rules or regulations

Staff must not violate any internal rules or regulations, including but not limited to the following.

Staff must:

- Refrain from using or carrying about their person or in their luggage any weapons or ammunition
- Use IT technology for the appropriate professional or private use, ensuring not to violate this Code of Conduct

¹⁷ With reference to ACT Code of Conduct Policy (2016)

- Protect and safeguard any personal information collected from communities that could put them at risk by following the ACT Alliance's safeguarding systems.
- For a child or children (including social media activities):
 - Obtain written informed consent whenever possible, or alternatively verbal consent in exceptional circumstances, such as immediate humanitarian response, from a parent/guardian of a child when photographing or filming the child or when extensive reporting is made of a child, and the child's face or name is visually identifiable in the photo/film footage. As part of this, the general way in which the photograph or film will be used must be explained and the extent of the accompanying identification information agreed.
 - Seek to obtain consent when photographing a group of children. Consent should ideally be secured in advance of the trip. As part of this, the general way in which the photograph/film will be used must be explained and the extent of the accompanying identification information agreed. (NOTE: Where photos/films that include children are taken spontaneously or unexpectedly, or where informed consent cannot reasonably be obtained, such as photographs/films footage of people escaping emergencies or of people taken from a distance, children should in these cases not be identifiable through the information accompanying the photo/film footage).

Staff must never:

- Discriminate against any individual
- Consume, purchase, sell, possess, or distribute narcotic drugs
- Visit bars, restaurants, or other premises where minors are exposed sexually
- Drive a vehicle when under the influence of alcohol or other substances
- Drink alcohol or use any other substances in a way that affects her/his ability to carry out her/his role or affects the reputation of the ACT Alliance.

Sexual exploitation and abuse

To protect all stakeholders in all situations, staff shall, while on duty and off duty, adhere to the following compulsory standards of behaviour:

Staff must:

- Inform his or her line manager when engaging in a long-term relationship with a member of the community which is benefitting from a development or advocacy programme and/or with another staff member of the ACT Alliance, to prevent perception of a conflict of interest in countries where the ACT Alliance and its partners undertake long-term development work. The relevant ACT Alliance member's management is the sole decision-maker on distinguishing a crisis from a long-term development situation.

Staff must never:

- Sexually exploit or sexually abuse any individual
- Engage in any sexual activity with a child or children regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence
- Act in ways that may place a child at risk of abuse, including not giving due consideration to assessing and reducing potential risks to children because of implementing activities. Behaviours and actions that are prohibited include, but are not limited to:

- Using inappropriate language or behaviour when dealing with a child or children
- Bullying and harassing a child verbally or physically, physical punishment, exposing a child to pornography including on-line grooming and trafficking
- Whenever possible avoid being alone with a child
- Consume, purchase, sell, possess, and distribute any forms of child pornography
- Exchange money, employment, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. This includes the buying of or profiting from sexual services as well as exchange of assistance that is due to right holders for sexual favours
- Exploit the vulnerability of any target group in the context of development, humanitarian and advocacy work, especially women and children, or allow any person/s to be put into compromising situations.
- Abuse a position to withhold development or humanitarian assistance, or give preferential treatment to solicit sexual favours, gifts, payments of any kind, or advantage
- Engage in sexual relationships with members of crisis-affected populations given their increased vulnerability and since such relationships are based on inherently unequal power dynamics and undermine the credibility and integrity of aid work.

Annex 3 – Roles and responsibilities

Function	Requirements and responsibilities
Head of geographic division (HO)	The Geographic Head of Divisions are required to and responsible for overseeing that area/country office is compliant with the PSHEA and CS Policy.
Global HR Department at Head Office ('HO')	The Global HR department at NCA's head office is responsible for advising, provide guidance and support on PSHEA and CS Policy matters to the HR CO function, Area/Country Directors and Head of Geographic Division. HR HO is required to provide quality assurance and support on the PSHEA and CS policy and implementation strategies.
The Area/Country Director	<p>The Area/Country Director is required to know the content of the PSHEA and CS Policy in order to fulfil their management role and to be aware of the requirements. The CD is responsible for the area/country office's compliance with the PSHEA and CS policy and implementation strategies, including Survivor's Assistance Strategy.</p> <p>The Area/Country Director has responsibility for the strategic leadership and operational management of NCA's office and programme in the region, which includes responsibility to secure implementation and compliance of the PSHEA and CS policy, and implementation strategies. Country Directors will also ensure that complaints handling, and investigation procedures are enacted, along with appropriate employee disciplinary procedures as necessary.</p> <p>The Area/Country Director is responsible for ensuring that national legislation related to PSHEA and CS is adhered to. If national legislation is in conflict with, or contains components not addressed in the PSHEA and CS Policy, the requirement/s should be detailed in the National Legislation Appendix.</p>

Line Managers (CO)	Line managers are required to perform line management duties for reporting staff ensure that all NCA staff and Related Personnel understand and comply with this policy and sign the policy.
HR CO Function	<p>The HR CO function should have a detailed understanding of the content in the PSHEA and CS Policy and implementation strategy.</p> <p>HR CO function is responsible to stay informed of and know, and inform SMT, of employer's legal responsibilities under the relevant government / legislation related to PSHEA and CS.</p> <p>The HR CO function must adhere to PSHEA and CS guidelines for recruitment, induction and training.</p>
All NCA staff and Related Personnel	<p>All staff must adhere to and abide by the expectations, terms and conditions referred to in the PSHEA and CS Policy, related annexes and implementation strategies.</p> <p>All NCA staff and Related Personnel share an obligation to prevent and respond to sexual exploitation and abuse, and child abuse. It is the responsibility of all NCA staff and Related Personnel to uphold the Core Principles and Commitments of this policy along with the Standards for NCA staff and related personnel. All NCA staff and Related Personnel must sign the policy. NCA staff and Related Personnel who work with communities concerned, will also contribute to regular monitoring by seeking feedback from programme participants.</p>