

## Tool 7

### PSEA outputs and activities<sup>30</sup>

The following outputs and sample activities can support proposal development and also the monitoring and evaluations that are part of the project implementation cycle.

<b>Effective policy implementation (IASC MOS-PSEA 1)</b>	
<b>Low</b>	Policies to protect from sexual abuse and exploitation, and also anti-harassment exist and have been signed off by senior management.
<b>Low-medium</b>	Policies have been signed off by senior management and provided to current staff on a minimum of one occasion.
<b>Medium-high</b>	Policies have been signed off and have been provided to current staff on repeated occasions, and implementation of the policies has been promoted.
<b>High</b>	Policies have been signed off and have been provided to current staff on repeated occasions, the implementation of the policies has been promoted, and a clear person or unit monitors implementation of the policies and is able to state their current level of implementation.
<b>Commitment and engagement of senior managers (IASC MOS-PSEA 2)</b>	
<b>Low</b>	There is a lack of clarity about how, and even whether, senior management should be informed about PSEA activities and issues.
<b>Low-medium</b>	Reports on PSEA activities and issues are provided to senior management on an ad hoc and incident-related basis.
<b>Medium-high</b>	Scheduled reports on PSEA activities and issues are provided to senior management, and senior management responds with feedback and guidance.
<b>High</b>	In addition to scheduled reports on PSEA activities and issues being provided to senior management, and senior management responding with feedback and guidance, PSEA features as a regular reporting item on the agenda of the senior management team or at governance meetings.
<b>Adequate personnel time is explicitly committed to PSEA (IASC MOS-PSEA 3)</b>	
<b>Low</b>	Personnel/departments have responsibility for the development and implementation of PSEA policies and activities.
<b>Low-medium</b>	Individual personnel have explicit (formalized) responsibility for PSEA in their job description, performance appraisal or similar.
<b>Medium-high</b>	Individual personnel have explicit (formalized) responsibility for PSEA in their job description, performance appraisal or similar. Personnel working on PSEA have received systematized training in PSEA.
<b>High</b>	Individual personnel have explicit (formalized) responsibility for PSEA in their job description, performance appraisal or similar. Personnel working on PSEA have received systematized training in PSEA. The personnel time committed to PSEA is commensurate with the scale of implementation required at the current time.

30 IASC. (2010). Global Synthesis Report. IASC Review of Protection from Sexual Exploitation and Abuse by UN, NGO, IOM and IFRC personnel. [http://pseatactforce.org/uploads/tools/globalreviewofpseabyunngoiomandifrcpersonnel\\_iasc\\_english.pdf](http://pseatactforce.org/uploads/tools/globalreviewofpseabyunngoiomandifrcpersonnel_iasc_english.pdf)

**Effective and comprehensive communication from National Office to the field on what to do regarding raising the awareness of sexual exploitation, abuse and harassment among people served (IASC MOS-PSEA 4)**

<b>Low</b>	The National Office has not communicated explicitly on this issue.
<b>Low-medium</b>	The National Office has communicated but without guidelines, detail or illustration.
<b>Medium-high</b>	The National Office has communicated in detail or with illustration such as trainings or guidelines.
<b>High</b>	The National Office has communicated in detail or with illustration such as trainings or guidelines. The National Office has been explicit that the field should raise community awareness through a variety of mechanisms and by involving various groups in the community in the design of these mechanisms.

**Effective community complaints mechanisms (IASC MOS-PSEA 5)**

<b>Low</b>	The National Office has not made the establishment of complaints mechanisms mandatory for every field office.
<b>Low-medium</b>	The National Office has made the establishment of complaints mechanisms mandatory for every field office and this has been communicated to field offices, but without guidelines, detail or illustration.
<b>Medium-high</b>	The National Office has made establishment of complaints mechanisms mandatory for every field office and this has been communicated in detail or with illustration such as training or guidelines. There is provision for the complaints mechanism to be adapted to the cultural context and this is done with community participation.
<b>High</b>	The National Office has made establishment of complaints mechanisms mandatory for every field office and this has been communicated in detail or with illustration such as training or guidelines. There is provision for the complaints mechanism to be adapted to the cultural context and this is done with community participation. There is provision to ensure the confidentiality of the complaints mechanism. There is a mechanism for monitoring and review of the complaints mechanism.

**Effective recruitment and performance management (IASC MOS-PSEA 6)**

<b>Low</b>	Introduction to the PSEA policies/code of conduct forms part of the recruitment process.
<b>Low-medium</b>	Introduction to the PSEA policies/code of conduct forms part of the recruitment process. Training on sexual abuse, exploitation and harassment awareness forms part of the induction process.
<b>Medium-high</b>	Introduction to the PSEA policies/code of conduct forms part of the recruitment process. Training on sexual abuse, exploitation and harassment forms part of the induction process. The entity has a policy regarding reference-checking procedures for job candidates, including checking for any history of perpetrating sexual abuse, exploitation and harassment.
<b>High</b>	Introduction to the PSEA policies/code of conduct forms part of the recruitment process. Training on sexual abuse, exploitation and harassment forms part of the induction process. The entity has a policy regarding reference-checking procedures for job candidates, including checking for any history of perpetrating sexual abuse, exploitation and harassment. Supervision and performance appraisals include adherence to the PSEA policies/code of conduct.

**Effective and comprehensive mechanisms established to ensure awareness-raising on sexual abuse, exploitation and harassment amongst personnel (IASC MOS-PSEA 7a)**

<b>Low</b>	No standardized awareness-raising mechanism at National Office level.
<b>Low-medium</b>	Standardized awareness-raising mechanisms exist.
<b>Medium-high</b>	Standardized awareness-raising mechanisms exist and cover the broad spectrum of relevant issues.
<b>High</b>	Standardized awareness-raising mechanisms exist and cover key content. A minimum of 51 per cent of National Office personnel have received this awareness-raising, and repeat awareness-raising takes place.

<b>Effective personnel complaints mechanisms are in place (IASC MOS-PSEA 7b)</b>	
<b>Low</b>	No written procedures on how complaints can be made are in place.
<b>Low-medium</b>	Written procedures on how complaints can be made are in place.
<b>Medium-high</b>	Written procedures on how complaints can be made are in place and are monitored and reviewed for effectiveness.
<b>High</b>	Written procedures on how complaints can be made are in place and are monitored and reviewed for effectiveness. National Office has communicated to field offices how they should identify local cultural and contextual barriers to reporting sexual abuse, exploitation and harassment. National Office has procedures in place to advise field offices on how complaints received that refer to the personnel of another entity should be referred.

<b>Effective field-based complaints handling and follow-up (IASC MOS-PSEA 8a)</b>	
<b>Low</b>	There is no standard operating procedure on what to do with complaints once received.
<b>Low-medium</b>	There is a standard operating procedure on what do with complaints once received.
<b>Medium-high</b>	There is a standard operating procedure on what to do with complaints once received and it is explicit about confidentiality, who should receive complaints, timelines, communication of results and required National Office response. Training in the standard operating procedures has been carried out at an adequate level to ensure that trained investigators are available to field offices when required.  Information on local SGBV referral services have been collected.
<b>High</b>	There is a standard operating procedure on what to do with complaints once received and it is explicit about confidentiality, who should receive complaints, timelines, communication of results and required National Office response. Training in the standard operating procedures has been carried out at an adequate level to ensure that trained investigators are available to field offices when required. Substantiated complaints have resulted in either disciplinary action or contractual consequences and, if not, the entity is able to justify why not.  Referral services for SGBV are clearly mapped out including quality of services, the community perception of the services, and barriers to access the services.

<b>Assistance is provided to survivors<sup>31</sup> (IASC MOS-PSEA 8b)</b>	
<b>Low</b>	No written policy or commitment on assistance to survivors is in place.
<b>Low-medium</b>	Written policy or commitment on assistance to survivors is in place.
<b>Medium-high</b>	Written policy or commitment on assistance to survivors is in place and its implementation is monitored and reviewed for effectiveness.
<b>High</b>	Written policy or commitment on assistance to survivors is in place and its implementation is monitored and reviewed for effectiveness. Survivor experiences accessing support are sought and help shape future changes. Local referrals and training for personnel are regularly updated as needed.

<sup>31</sup> This output is not based on the IASC as it was missing.