

THE SAFEGUARDING CAPACITY ASSESSMENT GUIDE FOR CIVIL SOCIETY IN THE PACIFIC



RAISING PACIFIC VOICES

REINFORCING PACIFIC CIVIL SOCIETY



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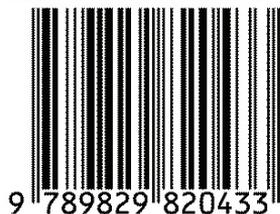
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A. INTRODUCTION

This guide was developed by the *Raising Pacific Voices* (RPV) programme, a civil society strengthening programme. Funded by the European Union, Oxfam in the Pacific worked in partnership with the Pacific Disability Forum (as the focal point for the Pacific Regional NGO Alliance¹) to develop the RPV in order to strengthen the capacity of civil society groups across the Pacific region.

The RPV programme is a Pacific-designed and Pacific-led initiative. It works on the premise that to strengthen the capacity of civil society groups across the Pacific, we must amplify the diverse voices of Pacific peoples, particularly poor and marginalised groups. The development of this guide was established in the idea that for people to fully realise their political agency, they must be protected from the power inequalities that act as the drivers of poverty – essentially, they must be safeguarded.

The RPV programme has a strong focus on:

- **self-determination as an ongoing process in the Pacific.** Raising Pacific Voices supports that vision through the institutional strengthening of civil society partners and the wider Pacific civil society community;
- **taking local ownership of development issues.** This starts by recognising and understanding the institutional capacity gaps that exist in national and regional civil society groups;
- **providing a safe space for regional civil societies and non-state actors (NSA)** to highlight concerns and share lessons learned, as well as encouraging and engaging civil society in courageous conversations about national and regional governance.

In the spirit of Raising Pacific Voices, the development of this tool has been informed and based on our work with our partner CSOs in Fiji and across the region. This version will be distributed widely for CSOs and NSAs to further test and provide feedback. Oxfam in the Pacific welcomes your review of the technical content, the usability, and the accuracy of the rankings.

1 The Pacific Regional NGO Alliance is a 14-member alliance formed in 2000 to ensure a coordinated approach among Pacific regional NGOs in articulating concerns at national, regional and international levels. Membership of the alliance is a mix of constituency-based regional NGOs and thematic-based regional NGOs.

1. SAFEGUARDING IN THE CHURCH

With an understanding of the magnitude and influence of the Christian church in Pacific island countries, their role in promoting safeguarding and in instituting safeguarding policies within their own communes cannot be overstated. Safeguarding must include policies to protect individuals against any form of sexual exploitation, sexual abuse, and child abuse. While the church might often be perceived as a safe haven, the rise in reports of sexual offences occurring within the confines of the church or by senior members of the church means that stakeholders cannot hold on to naïve notions of the absolute purity of the members of the church or its clergy.



STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>1.1 THE SIGNIFICANCE OF SAFEGUARDING FOR THE CHURCH</p> <p>The Church must take steps to draft and implement safeguarding policies to protect all people particularly children, women, youth, and vulnerable groups from issues of sexual exploitation, sexual abuse, and child abuse. A safeguarding policy is important for two reasons. Firstly, it provides a guideline for how safeguarding concerns should be treated. Secondly, it adds weight to the importance of safeguarding, outlining the necessity for the church to view it as a way to address the need for safety and protection in a community that is mandated by scripture to provide just that.</p>	<ol style="list-style-type: none"> 1. What is the purpose of the church? 2. Apart from the Bible, does the church have an official document to outline its purpose? 3. How is this purpose related to the need for safeguarding? 4. Does the church have values and principles that espouses the principles of safeguarding? 5. Identify if these principles are embedded within or linked to church or biblical values. 			
	<p>There is no policy which aligns to protecting children, women, youth and vulnerable groups from sexual exploitation, sexual abuse and all forms of child abuse.</p>	<p>There are policies being developed, however, it doesn't clearly outline protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p>	<p>There is a specific policy for the protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse but it does not specifically cover safeguarding principles like "zero tolerance" and "survivor-centred approach".</p>	<p>There is an effective policy in place that addresses the issue of the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse. It is accompanied by safeguarding principles that are core to a successful policy on safeguarding for the church. The policy is periodically reviewed by independent assessors.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>1.2 CODE OF CONDUCT</p> <p>It is standard practice that all incoming staff and non-staff personnel are given a code of conduct that explicitly states the moral and ethical guidelines that uphold the values of the church to which staff, non-staff personnel, and members of the church must hold themselves accountable to. Given the necessity of a safeguarding policy and its inherent ties to biblical values, it would be apt to ensure that the code of conduct contains provisions that are commensurate with the church’s overarching policy on safeguarding.</p>	<ol style="list-style-type: none"> 1. Does the church have a policy on safeguarding? Is it reflected in the church’s code of conduct, assuming the church has one? 2. How comprehensive is the safeguarding provision in the code of conduct? Does it cover all people, particularly women, children, young adults, and vulnerable groups? 3. How is this safeguarding provision in the code of conduct developed? Who is involved in its development? 4. How does the church ensure that the overarching safeguarding policy is communicated to church staff, non-staff personnel, and the congregation? 5. What are some tactics that the church can use to ensure that staff and congregation follow the safeguarding provision outlined in the code of conduct and the overarching safeguarding policy itself? 			
<p>1.3 INCLUSIVENESS</p> <p>Protection of all individuals in the church is an important ideal. In order to protect members of the congregation effectively, particularly those that belong to minority and/or traditionally marginalized groups, there must be explicit statements which protect them from sexual exploitation, sexual abuse, and child abuse. It should also be</p>	<p>There is no safeguarding provision in the code of conduct</p>	<p>An awareness of the need for the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse is coherent to all stakeholders but this is not included in the code of conduct.</p>	<p>The code of conduct contains a brief section on the need for safeguarding but does not expound on other necessary information such as the nature of the reporting process and the duty of staff, non-staff personnel, and constituents in regard to safeguarding.</p>	<p>The code of conduct contains a detailed section on safeguarding and related information. There is also an explicit clause in the contract requiring incoming staff and non-staff personnel to ensure that they exercise due diligence and responsibility in regard to safeguarding concerns and issues.</p>
	<ol style="list-style-type: none"> 1. Does your safeguarding policy explicitly explain protection for marginalized groups like LGBTQI+ groups, people with disabilities, children, and women? 2. What are the safeguarding processes and procedures in place that are inclusive of all marginalized groups? 3. Are there training or workshops offered that shed awareness on the inclusion of all marginalized groups and the importance of protecting them from safeguarding issues? 			
	<p>There is no Safeguarding Policy, or there is minimal to no provision in the Safeguarding Policy which</p>	<p>There is a Safeguarding policy that states the need for inclusivity but it is inadequate.</p>	<p>There is an effective Safeguarding policy that protects all marginalized groups with a brief</p>	<p>There are procedures and trainings offered to staff and non-staff personnel which informs them of</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>part of the church’s duty of care to serve the community regardless of their identity when it comes to safeguarding. Hence, the need for an understanding of inclusiveness during the development of procedures and policies related to safeguarding.</p>	<p>include marginalized groups other than children and women.</p>		<p>awareness from all staff members on the importance of safeguarding. This awareness is improved and gauged through trainings but the trainings are not regular enough.</p>	<p>the need for inclusivity for protection from sexual exploitation, sexual abuse, and all forms of child abuse. The training on the importance of inclusivity to safeguarding is conducted regularly.</p>
<p>1.4 ORGANIZATIONAL STRUCTURE AND REPORTING PROCESSES</p> <p>Organizational structures help identify individuals and what they’re accountable for in relation to safeguarding. Reporting processes essentially dictate the correct procedure to deal with a safeguarding case appropriately. This can mean creating a system where allegations and reports have a domino or chain effect that designates the right people for the case. By developing a reporting system, it gives the survivor and community relief that their voices are being heard.</p>	<p>1. Does the church have a designated person/ committee assigned to look after issues of safeguarding? 2. How is this designated person chosen/ how are members of the safeguarding committee chosen? 3. Does the designated person/ member of the safeguarding committee share pastoral duties as well? If so, is there an issue of conflict of interest that can arise? 4. How is the designated person/ member of the safeguarding committee trained? Do they have additional access to a manual or document to help outline their functions and points of information? 5. Is there a national, regional or international body of the church that the designated person or safeguarding committee is responsible to? What is this channel of command like? How often does the designated person for safeguarding or the members of the safeguarding committee report to this national, regional or international body of the church? For sexual exploitation and sexual abuse, is there a survivor-centred approach where the needs and wishes but especially the safety of the survivor is prioritised? How does this differ from reporting on child abuse – is there a child-sensitive approach? 6. Does the church link to any existing national mandate to report sexual exploitation, sexual abuse and all forms of child abuse and if so, how is this process merged with the church’s process?</p> <p>There are no mandatory reporting processes developed for safeguarding issues (or for breach of the Safeguarding Policy and Code of Conduct). .</p>	<p>There is a structure and process for reporting safeguarding issues for individuals, however, there are no clear procedures for response, including for victim assistance and referral for safeguarding issues.</p>	<p>There exists reporting and response procedures and mechanisms, including for referrals to services, but these are inadequate.</p>	<p>There exists adequate procedures for reporting and response in relation to safeguarding, including victim assistance and referrals, as well as clear roles and responsibilities of designated officers in this process. There is a designated officer</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
				<p>who follows through on allegations especially where legally required and a support system that separates the individual from the community where appropriate. There is also a degree of transparency in the reporting and the responding although confidentiality and the safety of the survivor is still prioritised. There exists complaints and reporting mechanisms that are safe, confidential, transparent, and accessible to children, women, youth, and vulnerable groups.</p>
<p>1.5 HUMAN RESOURCES</p> <p>Having a designated person for safeguarding or a member of a safeguarding committee is an excellent step. However, the church must ensure that all staff and non-staff personnel, especially the individual(s) charged with looking after safeguarding issues be trained in the area of safeguarding, and that they be given clearly outlined sets of responsibilities that the church expects them to carry out in that role. Even prior to this there are certain steps the church should take:</p>	<p>1. Does the church have a job description for designated person for safeguarding or a member of the safeguarding committee?</p> <p>2. Are these job descriptions linked directly to the structure of the church?</p> <p>3. How do these job descriptions fit into the church's mission and/or purpose?</p> <p>4. Are all staff and non-staff personnel trained on safeguarding or only those charged with looking after safeguarding issues?</p> <p>Expected responsibilities for the role on safeguarding are either unwritten or not effectively communicated to the individual(s) holding the position. There are</p>	<p>Expected responsibilities for the role on safeguarding are ambiguous with some positions having overlapping roles and responsibilities with other</p>	<p>Expected responsibilities for the role on safeguarding do not clearly align with the structure and nature of the traditional institution. Referee checks and</p>	<p>Expected responsibilities for the role on safeguarding are clear and aligned with the structure and nature of the traditional institution. The responsibilities</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>The church should carry out background checks for all staff and non-staff personnel especially before nominating any one person or group to look after safeguarding issues. The church should carry out referee checks for all staff and non-staff personnel, especially for those who are charged with looking after safeguarding issues.</p>	<p>no background or referee checks taken during the institution’s recruitment process, not even for those who are applying for roles related to safeguarding.</p>	<p>positions. Minimal efforts are made to check the background of incoming staff and non-staff personnel, even for those who are applying for roles related to safeguarding.</p>	<p>background checks are made for all incoming staff and non-staff personnel; however, background checks are limited to a national scope and are not widened to include the region or the globe.</p>	<p>and functions of the individual(s) holding this position is regularly reviewed and updated. The traditional institution’s recruitment process includes a thorough background, and referee check for all incoming staff and non-staff personnel. The scope of the check is not limited to the nation state but includes a region-wide and international check.</p>
<p>1.6 CONFIDENTIALITY AND CONSENT</p> <p>In any case regarding sexual exploitation, sexual abuse and child abuse, consent must be introduced to ensure that the individual is aware of their decisions. This includes consent for sharing information, consent to use personal information like photos, consent for establishing the correct procedures to ensure the perpetrator is dealt with, and to give consent of reporting the incident to third party agencies.</p> <p>Levels of consent may differ depending on the setting. Some settings may require communal consent or consent from an elder.</p>	<ol style="list-style-type: none"> Are there various levels of consent? (i.e. consent for sharing of information, consent of following through with set procedures, consent of involving third-party agencies)? How is consent for reporting incidents carried out? (i.e. written, verbal)? Is there a child-sensitive approach to reporting and addressing child abuse cases? Are there any support systems in place if the survivor chooses not to report a case of sexual exploitation and/or sexual abuse? For cases of sexual exploitation and sexual abuse, is there a survivor-centred approach that ensures the safety of the survivor and that their needs are met? <p>There no mandatory consent policies which outline the need for permission when presented with a safeguarding incident.</p>	<p>Consent is sought but the reporting process has so many intermediary stages, and people handling the safeguarding case, it loses its element of confidentiality.</p>	<p>There is a process of obtaining consent from survivors of sexual exploitation, and sexual abuse (and child abuse, where possible) before engaging in the process of reporting.</p>	<p>There are procedures and policies that ask for consent from survivors of sexual exploitation and sexual abuse with every step taken. When dealing with cases of child abuse, the church.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>Regardless, the principle for safeguarding against sexual exploitation and sexual abuse is that consent is personal to the survivor.</p> <p>Introducing the aforementioned different levels of consent means ensuring that survivors of sexual exploitation, sexual abuse, and child abuse are aware of the procedure for reporting, and how information relating to the safeguarding incident is documented, shared and stored.</p> <p>Furthermore, it should be remembered that while it is necessary to obtain consent for cases of sexual exploitation and sexual abuse (which by definition deal with adults), it is encouraged, but not necessary, to obtain the consent of a child and/ or parent or guardian when dealing with cases of child abuse. This is in line with the safeguarding principle of “best interest of the child” and the mandatory child abuse reporting laws that exist in several Pacific island countries. However, if reporting to a particular authority will clearly put the child in danger, (for instance, if the alleged perpetrator works for the police) then the reporting may be postponed or delayed until a better course of action can be identified, again with the best interests of the child in mind as that is always the paramount consideration.</p>			<p>There are genuine steps taken to ensuring confidentiality although these come with limitations. For instance, the church may take steps towards ensuring that as little people as possible are involved in the reporting process so as to ensure maximum confidentiality at that stage, however, this may weaken with the way that the safeguarding information is stored and how securely it is stored.</p>	<p>ensures it tries to obtain the consent of the child and/or parent or guardian while still recognising that it must follow through with reporting even if obtaining consent from the parties mentioned is not possible (unless this may directly endanger the child in which case the principle of “best interests of the child” is applied and alternative measures are sought).</p> <p>The number of people tasked with dealing with each case is reduced to only those that absolutely need to be involved. This ensures the highest level of confidentiality. Information is also stored securely with separate processes for the physical and online storing of information related to safeguarding concerns.</p> <p>Consent is also sought for the use and sharing of personal information like photos and videos</p>

<p>STAGES</p>	<p>PLANTING</p> 	<p>SEEDLING</p> 	<p>MATURING</p> 	<p>HARVESTING</p> 
<p>INDICATORS</p>	<p>1</p>	<p>2</p>	<p>3</p>	<p>4</p>
<p>1.7 PREVENTION AND PROTECTION</p> <p>Prevention and Protection aims to set procedures which tackle any form of sexual exploitation, sexual abuse and child abuse before or after the situation.</p> <p>Prevention methods are in place to set moral and ethical values that deter any forms of sexual exploitation, sexual abuse and child abuse. Protection procedures on the other hand aim to offer systems which ensure that individuals subjected to sexual exploitation, sexual abuse, and child abuse are not victimised.</p> <p>Both mechanisms are in place to ensure that even before or after the situation; there are procedures in place to determine the level of care and sensitivity to be afforded to the individuals subjected to sexual exploitation, sexual abuse, and child abuse.</p> <p>None of this is possible if staff and non-staff personnel are not continuously trained particularly on the importance of prevention and protection in relation to safeguarding. Staff development initiatives for safeguarding ensure that they continue to have the skills necessary to deliver on their safeguarding strategy.</p>	<ol style="list-style-type: none"> Are there guidelines for the review of performances by the designated person for safeguarding or members of the safeguarding committee? How often does it happen? Is it documented? Who conducts the review? Does the church have a safeguarding policy which has explicit provisions for the prevention and protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse? Does the church have a strategy for further training and development of the designated person for safeguarding/ members of the safeguarding committee? Does this also extend to other church staff and non-staff personnel? Does the training include ensuring that staff and non-staff personnel are able to recognise early safeguarding issues? Are there training in place to ensure that church staff and non-staff personnel respond appropriately to safeguarding issues? Does the church have a risk assessment in relation to safeguarding? <p>There isn't a designated person or group charged with looking after safeguarding in the church and/or there isn't a safeguarding policy that has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are no trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding.</p>	<p>There is a designated person or group charged with looking after safeguarding in the church and there is a safeguarding policy but it does not have provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding but these trainings are not regularly conducted.</p>	<p>There is a designated person or group charged with looking after safeguarding in the church and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted, however, only</p>	<p>There is a designated person or group charged with looking after safeguarding in the church and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted. They are also</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>The church should also recognise that risk assessment processes are part of prevention as they assess what kinds of risks are likely to spring up from the church’s activities and documenting how these will be mitigated. These risk assessment matrices should be reviewed and updated regularly.</p>	<p>There are no risk assessments in relation to safeguarding.</p>	<p>The church has established risk assessments in relation to safeguarding but these are inadequate.</p>	<p>certain staff are selected to attend these trainings.</p> <p>The church has established risk assessments in relation to safeguarding but these only identify risks and do not consist of ways to address identified risks.</p>	<p>conducted for all staff and non-staff personnel, and they are available to church partners who request it.</p> <p>The church has established risk assessments in relation to safeguarding and these identify risks and ways to address identified risks. It also recognises safeguarding risks that may occur within the confines of the church or the communities it works in.</p>
<p>1.8 GOVERNANCE</p> <p>The governing body of the church helps it stay focused on achieving its mission while also meeting its legal obligations. It ensures that the church has the resources it needs to deliver on its mission and it does this by ensuring that the church is properly managed and that safeguarding risks are properly identified.</p> <p>The governing body reviews any safeguarding risks arising on a regular basis, and ensures that appropriate mitigation measures are implemented, including that learning is done and used to update the safeguarding policy where needed.</p>	<p>1. Does the church have a governing body/ committee?</p> <p>2. What is the role of this governing body/ committee in relation to safeguarding?</p> <p>3. Do members of the board understand their responsibility in implementing safeguarding policies? Is there an induction programme that helps them realise this?</p> <p>4. If the church has a safeguarding policy, is this reviewed by the governing body or committee? How often is it reviewed?</p> <p>5. Is the church governing body/ committee separate from the safeguarding committee?</p> <p>The church does not have a governing body/ committee that is ultimately responsible for safeguarding issues that arise, and ensuring that the church has a comprehensive, context-appropriate, inclusive</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, however, the safeguarding policy that guides this is inadequate.</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them.</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them. There are clear terms of reference</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>Furthermore, given the propensity of decision-makers in the institution to accumulate and maintain significant power, there is a need for decisions relating to safeguarding to be properly documented and communicated to constituents. This is the essence of accountability.</p>	<p>safeguarding policy.</p> <p>The decision-making group (or person) in the church does not document decisions relating to safeguarding and they are not properly communicated to church staff, non-staff personnel and members of the church.</p>	<p>The decision-making group (or person) in the church do not meet regularly. They may communicate decisions relating to safeguarding to other staff, non-staff personnel and members of the church but they do not outline how these decisions were made.</p>	<p>The decision-making group (or person) in the church meet regularly. They communicate decisions relating to safeguarding to other staff, non-staff personnel and members of the church and they outline how these decisions were made. However, there is no induction programme for all new board members or members of the decision-making group that includes safeguarding.</p>	<p>for board positions, that includes safeguarding.</p> <p>The decision-making group (or person) in the church meet regularly. They communicate decisions relating to safeguarding to other staff, non-staff personnel and members of the church and they outline how these decisions were made.</p> <p>There is an induction programme for all new board members, that includes safeguarding.</p>
<p>1.9 ALLIANCES AND RESEARCH</p> <p>The church needs to work with partners and allies who share the church’s core values and who agree to work jointly towards the common goal of promoting safeguarding of women, children, youth, and vulnerable groups, even though their institutional mandates and purposes may be different.</p> <p>The church should also explore the option of using research to undertake influencing initiatives to promote protection and safeguarding of women, children, youth, and</p>	<p>1. Does the church work with other organisations, including the government, in order to help them meet their safeguarding goals?</p> <p>2. How has the church worked with partners to achieve safeguarding goals? Provide an example</p> <p>3. How does the church use research, documentation and evidence to support the development of a safeguarding framework?</p> <p>The church has no interest in working with other actors to promote safeguarding</p>	<p>The church collaborates with other actors with a similar mandate relating to safeguarding on a reactionary/opportunistic basis.</p>	<p>The church recognises the importance of working with others to promote safeguarding and has taken steps to develop relationships with other actors with a similar mandate but has not</p>	<p>The church has strategic partnerships with a range of actors, including gatekeepers and decision-makers to promote safeguarding.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
vulnerable persons from sexual exploitation, sexual abuse, and all forms of child abuse.			reached out to engage with gatekeepers and decision-makers.	Research into strengthening the church's safeguarding policy and influencing the safeguarding policy of partners is participatory.

2. SAFEGUARDING IN TRADITIONAL INSTITUTIONS

Traditional institutions in the Pacific refer to traditional institutions of governance – from large institutions made up of Chiefs or Big Men to the domains that they rule, often termed villages. When looking at the role of traditional institutions and leaders in promoting safeguarding against sexual exploitation, sexual abuse, and all forms of child abuse, one issue that stands out clearly is the culture of silence that pervades most of Pacific society. Within the Pacific sphere, traditional institutional leaders can use their influence to promote safeguarding by ensuring that there is open dialogue on issues of child abuse and to discourage families from billeting their children with extended family, even if it is for noble causes like the pursuit of schools with higher standards of education, as this often forms the basis of many child abuse cases. Furthermore, when safeguarding is looked at in terms of the Pacific scope, something that must also be taken into consideration is the use of restorative justice process in lieu of retributive judicial processes and the effect this can have on victims of sexual exploitation, sexual abuse, and child abuse. While restorative justice processes are a good approach for non-serious crimes, care should be made such that this approach does not override the right of a victim to seek justice through the formal court process, especially for sexual exploitation and sexual abuse. While it is true that in most of these traditional institutions, particularly traditional villages, those who have official positions are not viewed as employees, this section still treats them as official representatives and therefore accountable to the same standards of safeguarding as any other institution.



STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.1 SAFEGUARDING POLICY, AND THE CODE OF CONDUCT</p> <p>The traditional institution must take steps to implement safeguarding policies to protect all people, particularly children, women, youth, and vulnerable groups from issues of sexual exploitation, sexual abuse, and all forms of child abuse. Safeguarding policies are recognised as mechanisms which are in place to prevent sexual exploitation and abuse. In the case of an incident regarding these issues, a safeguarding policy ensures that all individuals involved are directed to the correct laws of the institution and nation. While the institution might not necessarily have a code of conduct, any equivalent to that, whether it be written or oral, formal or informal should contain a provision on safeguarding that is in line with the overarching safeguarding policy.</p>	<ol style="list-style-type: none"> Does the institution have a policy on safeguarding? Is it reflected in the institution’s code of conduct, assuming it has one? How comprehensive is this safeguarding policy? Does it cover women, children, youth, and vulnerable groups? How is this safeguarding policy developed? Who is involved in its development? How does the institution ensure that this policy is communicated to the constituents and those who may work for or officially represent the institution? What are some actions that the institution can use to ensure that stakeholders and constituents follow safeguarding policies? <p>There is no policy which aligns to protecting children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse. If there is a safeguarding provision in the code of conduct (or its equivalent), there is no training/ workshops on it.</p>	<p>There are safeguarding policies and there are provisions in the code of conduct for safeguarding that are being developed, however, any awareness of the need for the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse is coherent at best.</p>	<p>There is a specific safeguarding policy for the protection of children, women, youth, and vulnerable groups which sets a standard of behaviours and attitudes. There is also an implicit and general awareness of responsibilities and attitudes and this awareness is gauged and improved on through training, although training and awareness-raising sessions on the need for safeguarding are irregular.</p>	<p>There is an effective safeguarding policy in place that addresses the issue of the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse and child abuse. It is accompanied by programs and procedures and other measures to implement the policy. The institution also regularly conducts training and awareness-raising sessions on the importance of safeguarding.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.2 INCLUSIVENESS</p> <p>In an institution, inclusiveness refers to the ability of an institution to retain a diverse staff/ group of officials/ representatives, and to incorporate their needs into the institution by listening to their inputs and perspectives. Protection of all individuals in the traditional institution is an important ideal for children, women, youth, and vulnerable groups, especially groups that have had a history of marginalization. In order to protect members of the institution effectively, particularly those that fall under marginalized groups, there must be explicit statements which protect all marginalized groups from any form of sexual exploitation, sexual abuse, and child abuse. It should also be the institution's duty of care to serve the community regardless of their identity when it comes to sexual exploitation, sexual abuse, and child abuse. Hence, the need for an understanding of inclusiveness during the development of Safeguarding procedures and policies.</p>	<ol style="list-style-type: none"> When it comes to safeguarding issues, who does the institution seek to benefit and who does it seek to protect? Does the constituency play a role in decision-making or governance when it comes to safeguarding? If the constituency is largely excluded from making decisions on safeguarding, how does the institution know what the needs of the constituency are in regards to safeguarding? <p>There is minimal to no statements in the safeguarding policy which include all marginalized groups other than children, women and youth.</p>	<ol style="list-style-type: none"> Does the institution's policy/code of conduct/ guiding principles explicitly explain protection for marginalized groups like LGBTQI+ groups, people with disabilities, children and women? Does the institution's policy even recognise the existence of marginalised groups like LGBTQI+? What are the processes and procedures in place that are inclusive of all marginalized groups? <p>There is a Safeguarding policy which states the need for inclusivity but it is inadequate.</p>	<ol style="list-style-type: none"> Are there training/ workshops/ meetings offered that aim at creating awareness on the inclusion of all marginalized groups and the importance of protecting them from safeguarding issues? <p>There is an effective Safeguarding policy that protects all marginalized groups with a brief awareness from all staff members/ official representatives of the institution on the importance of safeguarding. This awareness is improved and gauged through trainings but the trainings are not regular enough.</p>	<ol style="list-style-type: none"> Are there training/ workshops/ meetings offered that aim at creating awareness on the inclusion of all marginalized groups and the importance of protecting them from safeguarding issues? <p>There is a safeguarding policy that outlines procedures and trainings offered to staff/ official representatives of the institution which informs them of the need for inclusivity for protection from sexual exploitation, sexual abuse, and all forms of child abuse. The training on the importance of inclusivity to safeguarding is conducted regularly.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.3 GOALS AND IMPLEMENTATION</p> <p>While many traditional institutions might not necessarily have a mission statement, they are not without goals. Goals are vital in that they provide a specific focus for the institution. The pathway towards achieving that goal is characterised through the institution’s safeguarding policy and the implementation of that policy.</p>	<ol style="list-style-type: none"> 1. Does the institution have long term goals in regard to safeguarding implementation? Are these goals mentioned in the safeguarding policy? 2. Is there a plan to achieve these goals? 3. Who was involved in the making of this plan? Were any of them members of the constituency? 4. Is this plan reviewed? If so, how often? 			
	<p>Decision-makers do not have a formally established set of goals relating to safeguarding for their institution.</p>	<p>Decision-makers have set out safeguarding goals but they are not formally established nor are they communicated to the constituency.</p>	<p>There are institutional goals relating to safeguarding and a clear strategy in place to achieve them.</p> <p>These goals are regularly reviewed and updated.</p>	<p>The institution has clear safeguarding goals and strategy developed through a participatory process.</p> <p>Decision-makers use this strategy to monitor institutional performance; the strategy is regularly reviewed</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.4 GOVERNANCE</p> <p>Concepts of transparency and accountability are mutually reinforcing. The former is about openness and honesty and the latter is about being responsible to both those you report to and those who you work for and with – even those who rely on your help!</p> <p>The institution should also have a governing body that ensures that the institution is properly governed and that safeguarding risks are properly identified. Apart from the dedicated person(s) looking after safeguarding, the governing body reviews any safeguarding risks arising on a regular basis, and ensures that appropriate mitigation measures are implemented, including that learning is done and used to update the safeguarding policy where needed.</p> <p>Furthermore, given the propensity of decision-makers in the institution to accumulate and maintain significant power, there is a need for decisions relating to safeguarding to be properly documented and communicated to constituents. This allows for proper governance and minimises the risk of a safeguarding issue emerging.</p>	<p>1. Has the decision-making group made any important decisions regarding safeguarding issues?</p> <p>2. Were these decisions documented? If so, how?</p> <p>3. How were these decisions communicated to the constituency, if communicated at all? Were constituents allowed to give comments and how were these received?</p> <p>The institution does not have a governing body that is ultimately responsible for safeguarding issues that arise, and ensuring that the institution has a comprehensive, context-appropriate, inclusive safeguarding policy.</p> <p>The decision-making group (or person) in the institution does not document decisions relating to safeguarding and they are not properly communicated to staff/ official representatives of the institution.</p>	<p>Members of the governing body agree on governance roles and responsibilities relating to safeguarding, however, the safeguarding policy that guides this is inadequate.</p> <p>The decision-making group (or person) in the institution do not meet regularly. They may communicate decisions relating to safeguarding to other staff/ official representatives of the institution but they do not outline how these decisions were made.</p>	<p>Members of the governing body agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them.</p> <p>The decision-making group (or person) in the institution meet regularly. They communicate decisions relating to safeguarding to other staff/ official representatives of the institution and they outline how these decisions were made. However, there is no induction programme for all new board members or members of the decision-making group that includes safeguarding.</p>	<p>Members of the governing body agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them. There are clear terms of reference for board positions, that includes safeguarding.</p> <p>The decision-making group (or person) in the church meet regularly. They communicate decisions relating to safeguarding to other staff/ official representatives of the institution and they outline how these decisions were made.</p> <p>There is an induction programme for all new board members, that includes safeguarding.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.5 STRUCTURE AND REPORTING</p> <p>Institutional structures help identify individuals and what they're accountable for. Reporting processes essentially dictate the correct procedure to deal with a case appropriately. In an ideal institution, the two are interdependent in that a reporting process is ineffective if it is not combined with a coherent institutional structure that outlines which individuals are part of that reporting process. By developing a reporting system, it gives the victim and community relief that their voices are being heard. This is especially important in traditional settings where the process of reporting cases of sexual exploitation, sexual abuse, and child abuse can often be independent of national judicial processes and, often, are exculpatory for the perpetrator.</p>	<ol style="list-style-type: none"> Does the institution have a designated person(s) assigned to look after issues of safeguarding? How is this designated person(s) chosen? Does the designated person(s) share central leadership duties as well? If so, is there an issue of conflict of interest that can arise? How is the designated person(s) trained? Do they have additional access to a manual or document to help outline their functions and points of information? Is there a national, regional or international body that the designated person(s) for safeguarding is responsible to? What is this channel of command like? How often does the designated person(s) for safeguarding report to this national, regional or international body? <p>There are no mandatory reporting processes developed or in place for safeguarding issues</p>	<p>There is a structure and process for reporting safeguarding issues for individuals, however, there are no clear procedures for response, including for victim assistance and referrals for safeguarding issues.</p> <p>Alternatively, the reporting process focuses on restorative processes in lieu of retributive processes and subsequently tends to victimise those that are sexually exploited and/or abused.</p>	<p>There exists reporting and response procedures and mechanisms, including for referrals to services, but these are inadequate.</p>	<p>There is a designated officer who follows through on allegations and reports. There is a support system to handle the individual and community appropriately.</p> <p>Traditional justice processes refrain from victimising and ensure commensurate justice is sought on behalf of the individual who has experienced sexual exploitation, sexual abuse, and child abuse. At the same time, the traditional justice process is sensitive to the rights, needs and age of the victim, and does not take away the right of the victim to access the</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
				formal judicial process nor does it remove the obligation to report child abuse cases to the relevant authorities.
<p>2.6 HUMAN RESOURCES</p> <p>Having a designated person(s) for safeguarding is an excellent step. However, the institution must ensure that all staff (or “official representatives” in the context of traditional institutions) be trained in the area of safeguarding, and that they be given clearly outlined sets of responsibilities that the institution expects them to carry out in that role. Even prior to this, there are certain steps the traditional institution should take: The traditional institution should carry out background checks for all staff, (or official representatives) especially when nominating any one person or group to look after safeguarding issues. The traditional institution should carry out referee checks, where it is possible, and when it deems it necessary to ask certain individuals to produce references. It should do this for all staff (or official representatives) but especially when nominating an individual(s) to look after safeguarding issues.</p>	<p>1. Does the institution have a job description (or its equivalent in the traditional setting) for the designated person(s) for safeguarding?</p> <p>2. Are these job descriptions linked and adapted to the structure of the institution?</p> <p>3. How do these job descriptions fit into the institution’s duty to its constituency?</p> <p>4. Does the institution carry out background checks and referee checks during the recruitment process?</p> <p>Expected responsibilities for the role on safeguarding are either unwritten or not effectively communicated to the individual(s) tasked with looking after safeguarding. There are no background or referee checks taken during the institution’s recruitment process, not even for those who are applying for roles related to safeguarding.</p>	<p>Expected responsibilities for the role on safeguarding are ambiguous with some positions having overlapping roles and responsibilities with other positions. Minimal efforts are made to check the background of incoming staff (or official representatives), even for those who are applying for roles related to safeguarding.</p>	<p>Expected responsibilities for the role on safeguarding do not clearly align with the structure and nature of the traditional institution. Referee checks and background checks are made for all incoming staff (or official representatives), however, background checks are limited to a national scope and are not widened to include the region or the globe.</p>	<p>Expected responsibilities for the role on safeguarding are clear and aligned with the structure and nature of the traditional institution. The responsibilities and functions of the individual(s) tasked with looking after safeguarding issues is regularly reviewed and updated. The traditional institution’s recruitment process includes a thorough background, and referee check for all incoming staff (or official representatives). The scope of the check is not limited to the nation state but includes a region-wide and international check.</p>

<p>STAGES</p>	<p>PLANTING</p> 	<p>SEEDLING</p> 	<p>MATURING</p> 	<p>HARVESTING</p> 
<p>INDICATORS</p>	<p>1</p>	<p>2</p>	<p>3</p>	<p>4</p>
<p>2.7 ALLIANCES AND RESEARCH</p> <p>The traditional institution needs to work with partners and allies who can optimise the institution’s safeguarding development process. It should also explore the option of working with other traditional institutions to create a unified and stringent safeguarding policy and also to allow cross-learning and the sharing of best practices especially in regards to dealing with safeguarding issues.</p> <p>The institution should also explore the option of using participatory research to strengthen its safeguarding policy.</p>	<ol style="list-style-type: none"> Does the institution work with other traditional institutions, organisations and the government, in order to help them meet their safeguarding goals? How has the institution worked with partners to achieve safeguarding goals? Provide an example How does the institution use research, documentation and community input to support the development of a safeguarding framework? <p>The institution has no interest in working with other stakeholders or traditional institutions. No research (participatory or otherwise) is conducted in the interest of creating a robust safeguarding policy.</p>	<p>The institution collaborates with other actors or traditional institutions. Research into strengthening its safeguarding policy is conducted but it is not participatory.</p>	<p>The institution recognises the importance of working with others to promote safeguarding and has taken steps to develop relationships with other actors but has not reached out to engage with gatekeepers and decision-makers.</p> <p>Research into strengthening the institution’s safeguarding policy is semi-participatory.</p>	<p>The institution has strategic partnerships with a range of actors, including gatekeepers and decision-makers to promote safeguarding.</p> <p>Research into strengthening the institution’s safeguarding policy is participatory. It informs and improves the traditional institution’s work on safeguarding.</p>
<p>2.8 PREVENTION AND PROTECTION</p> <p>Prevention and Protection aims to set procedures which tackle any form of sexual exploitation, sexual abuse, and child abuse. Prevention methods are in place to set moral and ethical values that deter any forms of enticement. A good prevention tactic is to have regular training and awareness-raising on safeguarding.</p>	<ol style="list-style-type: none"> What traditional measures are already in place to deal with the protection of constituents that have become victims of safeguarding issues Does the institution engage in retributive or restorative justice processes when dealing with safeguarding cases? If the institution normally engages in restorative justice, how does it work with formal judicial (retributive) processes and law enforcement when dealing with safeguarding cases, assuming the individual(s) wishes to pursue formal judicial processes? Does the institution recognise that pursuing formal judicial processes is the right of the survivor? If the institution, like most other traditional institutions, engages in restorative judicial processes, who primarily benefits from this? Do restorative judicial processes protect the survivor or do they risk exposure and the associated harms that come with it? Does the institution recognise its duty to report crimes to the police, and child abuse allegations to the police and child protection authorities? 			

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>Protection procedures on the other hand aim to offer systems which ensure that individuals subjected to sexual exploitation, sexual abuse and child abuse are not victimised. Both of these mechanisms are in place to ensure that there are procedures in place to determine the level of care and sensitivity to be afforded to the individuals subjected to sexual exploitation, sexual abuse and child abuse.</p> <p>None of this is possible if staff (or official representatives) are not continuously trained particularly on the importance of prevention and protection in relation to safeguarding. Staff development initiatives for safeguarding ensure that they continue to have the skills necessary to deliver on their safeguarding strategy.</p> <p>The traditional institution should also recognise that risk assessment processes are part of prevention as they assess what kinds of risks are likely to spring up from the institution’s activities and documenting how these will be mitigated. These risk assessment matrices should be reviewed and updated regularly.</p>	<p>There isn’t a designated person(s) charged with looking after safeguarding and/or there isn’t a safeguarding policy that has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are no trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding.</p> <p>There are no risk assessments in relation to safeguarding.</p>	<p>There is a designated person(s) charged with looking after safeguarding in the institution and there is a safeguarding policy, but it does not have provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding but these trainings are not regularly conducted.</p> <p>The institution has established risk assessments in relation to safeguarding but these are inadequate.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted, however, only certain staff (or official representatives) are selected to attend these trainings.</p> <p>The institution has established risk assessments in relation to safeguarding but these only identify risks and do not consist of ways to mitigate identified risks.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted. They are also conducted for all staff (or official representatives), and they are available to partners who request it.</p> <p>There are risk assessments in relation to safeguarding and these identify risks and ways to mitigate them. It also recognises safeguarding risks that may occur within the institution or the communities it is a part of.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>2.9 CONFIDENTIALITY AND CONSENT</p> <p>In any case regarding sexual exploitation, sexual abuse and child abuse, consent must be introduced to ensure that the individual is aware of their decisions. This includes consent for sharing information, consent to use personal information like photos, consent for establishing the correct procedures to ensure the perpetrator is dealt with and also to give consent of reporting the incident to third party systems. Levels of consent may differ depending on the setting. Some traditional institutions/ settings may require communal consent or consent from an elder. Regardless, the principle for safeguarding against sexual exploitation and sexual abuse is that consent is personal to the survivor.</p> <p>Introducing the aforementioned different levels of consent means ensuring that survivors of sexual exploitation, sexual abuse and child abuse are aware of the procedure for reporting, and how information relating to the safeguarding incident is documented, shared and stored.</p> <p>Furthermore, it should be remembered that while it is necessary to obtain consent for cases of sexual exploitation and sexual abuse (which by definition deal with adults), it is encouraged but not necessary to obtain</p>	<ol style="list-style-type: none"> Are there various levels of consent? (i.e. consent for sharing of information, consent of following through with set procedures, consent of involving third party support systems)? How is consent for reporting incidents carried out? (i.e. written, verbal) If the individual is a child, what are the processes and guidelines around obtaining consent? Does the consent of a minor or individual need the approval of parents/ guardians or the whole community (village)? Are there any support systems in place if the victim chooses not to report? <p>There no mandatory consent policies which outline the need for permission when presented with a safeguarding incident.</p>	<p>Consent is sought but the reporting process has so many intermediary stages, and people handling the safeguarding case, it loses its element of confidentiality.</p>	<p>There is a process of obtaining consent from survivors of sexual exploitation, and sexual abuse (and child abuse, where possible) before engaging in the process of reporting.</p> <p>There are genuine steps taken to ensuring confidentiality although these come with limitations. For instance, the institution may take steps towards ensuring that as little people as possible are involved in the reporting process so as to ensure maximum confidentiality at that stage, however, this may weaken with the way that the safeguarding information is stored and how securely it is stored.</p>	<p>There are procedures and policies that ask for consent from survivors of sexual exploitation and sexual abuse with every step taken. When dealing with cases of child abuse, the institution ensures it tries to obtain the consent of the child and/ or parent or guardian while still recognising that it must follow through with reporting even if obtaining consent from the parties mentioned is not possible (unless this may directly endanger the child in which case the principle of “best interests of the child” is applied and alternative measures are sought).</p> <p>The number of people tasked with dealing with each case is reduced to</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>the consent of a child and/ or parent or guardian when dealing with cases of child abuse. This is in line with the safeguarding principle of “best interest of the child” and the mandatory child abuse reporting laws that exist in several Pacific island countries. However, if reporting to a particular authority will clearly put the child in danger, (for instance, if the alleged perpetrator works for the police) then the reporting may be postponed or delayed until a better course of action can be identified, again with the best interests of the child in mind as that is always the paramount consideration.</p>				<p>only those that absolutely need to be involved. This ensures the highest level of confidentiality. Information is also stored securely with separate processes for the physical and online storing of information related to safeguarding concerns.</p> <p>Consent is also sought for the use and sharing of personal information like photos and videos.</p>

3.0 SAFEGUARDING IN WOMEN'S CSOS

On the notion of women and safeguarding, women and girls are the victims of gender-based violence (GBV) including sexual exploitation, sexual abuse, and child abuse because of unequal power relations, where women are often considered inferior to men. This unequal treatment or perceptions are wholly or part of one's gender. Women are not a homogenous group, there are layers of different forms of discrimination that different groups of women face based on age, sexual orientation, ability, skin color, educational background, socio-economic status, religion, ethnicity and so on. These multiple identities when intersecting with gender bias can often lead to multiple forms of exclusion and harm individuals. For example, a young Muslim Fijian woman of Indian descent may face sexism, racism, ageism and islamophobia all at the same. This illustrates an intersectional identity dynamic where one needs to recognize that there are multiple layers of oppression. It is also crucial to re-examine cultural practices and religious texts that perpetuate the normalisation of sexual exploitation, sexual abuse and child abuse of girls and women. Therefore, in order to create an effective safeguarding policy, an understanding of the intersectional identity analysis must be made in order to also acknowledge that sexual exploitation, sexual abuse and child abuse reinforces inequality and the gender hierarchy. Child safeguarding goes beyond gender dimensions and sometimes stems from the lack of voice given to children by virtue of their age and the unequal power dynamics between adults and children. Women CSOs should ensure that both girls and boys are protected not just from GBV but any other form of child abuse.

An effective means to safeguard women and girls' interest and preventing sexual exploitation, sexual abuse, and child abuse is through education (awareness) and ensuring that women themselves become part of the process of policy making. Further, it is equally important that there is a diverse group of women involved in policy-making and that they are representative of women of color, women from the global south and women who themselves have survived instances of sexual exploitation, sexual abuse and child abuse. Essentially, for women leaders to effectively promote safeguarding; they must be part of the process of policymaking for safeguarding.



STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>3.1 WHAT IS SAFEGUARDING?</p> <p>The CSO must take steps to draft and implement safeguarding policies that do not just focus on protecting women but also children, youth, and vulnerable groups from issues of sexual exploitation, sexual abuse and child abuse. A safeguarding policy is important for two reasons. Firstly, it provides a guideline for how safeguarding concerns should be treated. Secondly, it adds weight to the importance of safeguarding, outlining the necessity for the CSO to have clear preventative and protective measures for safeguarding concerns and issues.</p>	<ol style="list-style-type: none"> 1. Does the CSO have a safeguarding policy? How was it developed? Did it include input from constituents? Did it include input from young women, women living with disabilities, women of diverse sexual orientations, etc? 2. What is the purpose of this Women’s CSO? 3. Does the CSO have an official document to outline its purpose? 4. How is this purpose related to the need for safeguarding? 5. Does the CSO have values and principles that espouses the principles of safeguarding? 6. Identify if these principles are embedded within or linked to feminist issues and ideals. <p>There is no policy which aligns to protecting children, women, youth and vulnerable groups from sexual exploitation, sexual abuse and all forms of child abuse.</p>	<p>There are policies being developed, however, it doesn’t clearly outline protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p>	<p>There is a specific policy for the protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse but it does not specifically cover safeguarding principles like “zero tolerance” and “survivor-centred approach”.</p>	<p>There is an effective policy in place that addresses the issue of the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse. It is accompanied by safeguarding principles that are core to a successful policy on safeguarding for the CSO. The policy is periodically reviewed by independent assessors.</p>
<p>3.2 POLICIES, AND THE CODE OF CONDUCT</p> <p>It is standard practice that all incoming staff and non-staff personnel be given a code of conduct that explicitly states the moral and ethical guidelines that uphold the values of the CSO to which staff and non-staff personnel must hold themselves accountable to. Given the necessity of a</p>	<ol style="list-style-type: none"> 1. If the CSO has a policy on safeguarding, is it reflected in the CSO’s code of conduct, assuming it has one? 2. How comprehensive is this safeguarding provision in the code of conduct? Does it only cover women, or does it also include children, youth and vulnerable adults? 3. How is this safeguarding provision in the code of conduct developed? Who is involved in its development? 4. How does the CSO ensure that this code of conduct with its provision on safeguarding is circulated to staff and non-staff personnel? Does it also circulate it to its partners? 5. What are some tactics that the CSO can use to ensure that staff and non-staff personnel follow safeguarding requirements as outlined in the code of conduct? 			

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>safeguarding policy and its inherent ties with feminist values, it would be ideal to reflect the safeguarding policy and its principles in the code of conduct.</p>	<p>There is no safeguarding provision in the code of conduct</p>	<p>An awareness of the need for the protection of children, women, youth and vulnerable groups from sexual exploitation, sexual abuse and child abuse is coherent to all stakeholders but this is not included in the code of conduct.</p>	<p>The code of conduct contains a brief section on the need for safeguarding but does not expound on other necessary information such as the nature of the reporting process and the duty of stakeholders, decision-makers and constituents in regard to safeguarding and reporting procedures.</p>	<p>The code of conduct contains a detailed section on safeguarding and related information. There is also an explicit clause in the contract requiring incoming staff and non-staff personnel to ensure that they exercise due diligence and responsibility in regards to safeguarding concerns and issues. The code of conduct also makes references to mandatory induction and training process that have sessions dedicated to safeguarding, among other things.</p>
<p>3.3 GOVERNANCE</p> <p>The governing body of the CSO helps it stay focused on achieving its mission while also meeting its legal obligations. It ensures that the CSO has the resources it needs to deliver on its mission, and it does this by ensuring that the CSO is properly managed and that safeguarding risks are properly identified.</p> <p>Apart from the dedicated person(s) looking after safeguarding, the governing body</p>	<ol style="list-style-type: none"> 1. Does the CSO have a decision-making group? What are they referred to as and who makes up this group? 2. Has the decision-making group made any important decisions regarding safeguarding issues? 3. Were these decisions documented? If so, how? 4. How were these decisions communicated to the constituency, staff and non-staff personnel, if communicated at all? 			
	<p>The CSO does not have a governing body/ committee that is ultimately responsible for safeguarding issues that arise, and ensuring that the CSO has a comprehensive, context-appropriate,</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, however, the safeguarding policy that guides this is inadequate.</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them.</p>	<p>Members of the governing body/ committee agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them. There are</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
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<p>reviews any safeguarding risks arising on a regular basis, and ensures that appropriate mitigation measures are implemented, including that learning is done and used to update the safeguarding policy where needed.</p> <p>Furthermore, given the propensity of decision-makers in the institution to accumulate and maintain significant power, there is a need for decisions to be properly documented and communicated to constituents. This is the essence of accountability and transparency.</p>	<p>inclusive safeguarding policy.</p> <p>The decision-making group (or person) does not document decisions relating to safeguarding and they are not properly communicated to staff and non-staff personnel.</p>	<p>The decision-making group (or person) do not meet regularly. They may communicate decisions relating to safeguarding to other staff and non-staff personnel but they do not outline how these decisions were made.</p>	<p>The decision-making group (or person) meet regularly. They communicate decisions relating to safeguarding to other staff and non-staff personnel and they outline how these decisions were made. However, there is no induction programme for all new board members or members of the decision-making group that includes safeguarding.</p>	<p>clear terms of reference for board positions, that includes safeguarding.</p> <p>The decision-making group (or person) meet regularly. They communicate decisions relating to safeguarding to other staff and non-staff personnel and they outline how these decisions were made.</p> <p>There is an induction programme for all new board members, that includes safeguarding.</p>
<p>3.4 STRUCTURE AND REPORTING</p> <p>Organisational structures help identify individuals and what they're accountable for. Reporting processes essentially dictate the correct procedure to deal with a safeguarding case appropriately. This can mean creating a system where allegations and reports have effect that designates the right people for the case. By developing a reporting system, it gives the victim and community relief that their voices are being heard.</p>	<ol style="list-style-type: none"> 1. Does the CSO have a designated person(s) assigned to look after issues of safeguarding? 2. How is this designated person chosen? 3. Does the designated person(s) for safeguarding share central leadership duties as well? If so, is there an issue of conflict of interest that can arise? 4. How is the designated person for safeguarding trained? Do they have additional access to a manual or document to help outline their functions and for points of information? 5. Is there a national, regional or international body that the designated person(s) for safeguarding is responsible to? What is this channel of command like? How often does the designated person(s) for safeguarding report to this national, regional or international body? 6. For sexual exploitation and sexual abuse, is there a survivor-centred approach that ensures that the needs and wishes but especially the safety of the survivor is prioritised? For cases of child abuse, is there a child-sensitive approach and is the best interests of the child the paramount consideration in reporting and responding to child abuse allegations? 			

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
	There are no mandatory reporting processes developed.	There is a structure of reporting safeguarding issues for individuals, however, there are no clear procedures for response, including for survivor assistance and referral.	There exists reporting and response procedures and mechanisms, including for referrals to services, but these are inadequate.	There exists adequate procedures for reporting and response, including victim assistance and referrals as well as clear roles and responsibilities of designated safeguarding officers.
<p>3.5 HUMAN RESOURCES</p> <p>Having a designated person(s) for safeguarding is an excellent step. However, the organisation must ensure that training in safeguarding be conducted for all staff and non-staff personnel, particularly those working in safeguarding. The organisation must also ensure that those tasked with looking after safeguarding be given clearly outlined sets of responsibilities that the organisation expects them to carry out in that role. Even prior to this there are certain steps the organisation should take: The organisation should carry out background checks for all staff and non-staff personnel, especially before nominating any one person or group to look after safeguarding issues. The organisation should carry out referee checks for all staff and non-staff personnel, especially before nominating any one person or group to look after safeguarding issues.</p>	<p>1. Does the CSO have a job description for the designated person(s) for safeguarding?</p> <p>2. Are these job descriptions linked and adapted to the structure of the CSO and the values inherent to feminism and the goals of the CSO?</p> <p>3. How do these job descriptions fit into the CSO’s duty to its constituency?</p> <p>4. Are the responsibilities and functions of the designated person(s) for safeguarding regularly reviewed and updated?</p> <p>Expected responsibilities for the safeguarding role are either unwritten or not effectively communicated to the individual(s) holding the position. There are no background or referee checks taken during the recruitment process.</p>	<p>Expected responsibilities in relation to safeguarding are ambiguous with some positions having overlapping roles and responsibilities with other positions. Minimal efforts are made to check the background of incoming employees.</p>	<p>Expected responsibilities in relation to safeguarding do not clearly align with the structure and nature of the organisation. Referee checks are made and background checks, however, background checks are limited to a national scope and are not widened to include the region or the globe.</p>	<p>Expected responsibilities in relation to safeguarding are clear and aligned with the structure and nature of the organisation. The responsibilities and functions of the individual(s) holding this position is regularly reviewed and updated. The organisation’s recruitment process includes a thorough background, and referee check. The scope of the check is not limited to the nation state but includes a region-wide and international check.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>3.6 PREVENTION AND PROTECTION</p> <p>Prevention and Protection aims to set procedures which tackle any form of sexual exploitation, sexual abuse, and child abuse before or after the situation. Prevention methods are in place to set moral and ethical values and standards of behaviour. Protection procedures on the other hand aim to offer systems which ensure that individuals subjected to sexual exploitation, sexual abuse, and child abuse are not victimised. Both of these mechanisms are in place to ensure that even before or after the situation; there are procedures in place to determine the level of care and sensitivity to be afforded to the individuals subjected to sexual exploitation, sexual abuse and/or child abuse.</p> <p>None of this is possible if staff and non-staff personnel are not continuously trained. Staff development initiatives for safeguarding ensure that they continue to have the skills necessary to deliver on their safeguarding strategy.</p> <p>The CSO should also recognise that risk assessment processes are part of prevention as they assess what kinds of risks are likely to spring up from the institution’s activities and documenting how these will be</p>	<ol style="list-style-type: none"> Are there guidelines for the review of performances by the designated person(s) for safeguarding? How often does it happen? Is it documented? Who conducts the review? Does the CSO have a strategy for further training and development of the designated person(s) for safeguarding/? Does the training include ensuring that staff are able to recognise early safeguarding issues? Are there training in place to ensure that staff respond appropriately to safeguarding issues? Does the CSO have a risk assessment in relation to safeguarding? <p>There isn't a designated person(s) charged with looking after safeguarding and/or there isn't a safeguarding policy that has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are no trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding.</p> <p>There are no risk assessments in relation to safeguarding.</p>	<p>There is a designated person(s) charged with looking after safeguarding in the CSO and there is a safeguarding policy, but it does not have provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding but these trainings are not regularly conducted.</p> <p>The CSO has established risk assessments in relation to safeguarding but these are inadequate.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted, however, only certain staff and non-staff personnel are selected to attend these trainings.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted. They are also conducted for all staff and non-staff personnel and they are available to partners who request it.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>mitigated. These risk assessment matrices should be reviewed and updated regularly.</p>			<p>The CSO has established risk assessments in relation to safeguarding but these only identify risks and do not consist of ways to mitigate identified risks.</p>	<p>There are risk assessments in relation to safeguarding and these identify risks and ways to mitigate them. It also recognises safeguarding risks that may occur within the CSO or the communities it works in.</p>
<p>3.7 INCLUSIVENESS</p> <p>Protection of all individuals in the organization is an important ideal for women, children, and vulnerable groups – particularly those who have had a history of marginalisation. In order to protect members of the institution effectively, particularly those that fall under marginalized groups, there must be explicit statements which protect all marginalized groups from any form of sexual exploitation, sexual abuse, and child abuse. It should also be the organization’s duty of care to serve the community regardless of their identity when it comes to cases of sexual exploitation, sexual abuse and child abuse. Hence, the need for an understanding of inclusiveness during the development of procedures and policies. It is also good practice to, with the help of the constituency, develop accessible reporting mechanisms.</p>	<p>1. When it comes to safeguarding issues, who does the organization seek to benefit and who does it seek to protect?</p> <p>2. Does the constituency play a role in decision-making or governance when it comes to safeguarding?</p> <p>3. If the constituency is largely excluded from making decisions on safeguarding, how does the CSO know what the needs of the constituency are in regards to safeguarding?</p> <p>4. Does the CSO’s policy/code of conduct/ guiding principles explicitly explain protection for marginalized groups like LGBTQI+ groups, people with disabilities, children and women?</p> <p>5. What are the processes and procedures in place that are inclusive of all marginalized groups?</p> <p>6. Are there training/ workshops/ meetings offered that shed awareness on the inclusion of all marginalized groups and the importance of protecting them from safeguarding issues?</p> <p>There is minimal to no statements in the CSO’s safeguarding policy which include marginalized groups other than women.</p>	<p>There is a Safeguarding policy which implicitly states the need for inclusivity.</p>	<p>There is an effective safeguarding policy which protects all marginalized groups with a general awareness from all stakeholders and decision-makers. This awareness is gauged and improved on through regular training on the importance of inclusiveness to safeguarding.</p>	<p>There are procedures and trainings offered to staff and non-staff personnel, and even partners (when they request it) which informs all stakeholders of the importance of inclusivity for protection from any type of sexual exploitation, sexual abuse, and all forms of child abuse. Training on the importance of inclusivity to safeguarding is conducted regularly.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>3.8 CONFIDENTIALITY AND CONSENT</p> <p>In any case regarding sexual exploitation, sexual abuse, and all forms of child abuse, consent must be introduced to ensure that the individual is aware of their decisions.</p> <p>This includes consent for sharing information, consent for establishing the correct procedures to ensure the perpetrator is dealt with and also to give consent for reporting the incident to third party agencies.</p> <p>Levels of consent may differ depending on the setting. Some settings may require communal consent or consent from an elder. Regardless, the principle for safeguarding against sexual exploitation and sexual abuse is that consent is personal to the survivor</p> <p>Introducing the aforementioned different levels of consent means ensuring that survivors of sexual exploitation, sexual abuse and child abuse are aware of the procedure for reporting, and how information relating to the safeguarding incident is documented, shared and stored.</p> <p>Furthermore, it should be remembered that while it is necessary to obtain consent for cases of sexual exploitation and sexual abuse (which by definition deal with adults), it is</p>	<ol style="list-style-type: none"> Are there various levels of consent? (i.e. consent for sharing of information, consent of following through with set procedures, consent of involving other third party support systems)? How is consent for reporting incidents carried out? (i.e. written, verbal) If the individual is under the age of 18, how do you offer support? Does the consent of a minor or individual need the approval or parents/ guardians or the whole community (village)? Are there any support systems in place if the survivor chooses not to report? <p>There are no mandatory consent policies which outline the need for permission when presented with a safeguarding incident.</p>	<p>Consent is sought but the reporting process has so many intermediary stages, and people handling the safeguarding case, it loses its element of confidentiality.</p>	<p>There is a process of obtaining consent from survivors of sexual exploitation, and sexual abuse (and child abuse, where possible) before engaging in the process of reporting.</p> <p>There are genuine steps taken to ensuring confidentiality although these come with limitations. For instance, the institution may take steps towards ensuring that as little people as possible are involved in the reporting process so as to ensure maximum confidentiality at that stage, however, this may weaken with the way that the safeguarding information is stored and how securely it is stored.</p>	<p>There are procedures and policies that ask for consent from survivors of sexual exploitation and sexual abuse with every step taken. When dealing with cases of child abuse, the institution ensures it tries to obtain the consent of the child and/ or parent or guardian while still recognising that it must follow through with reporting even if obtaining consent from the parties mentioned is not possible (unless this may directly endanger the child in which case the principle of “best interests of the child” is applied and alternative measures are sought).</p> <p>The number of people tasked with dealing with each case is reduced to</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>encouraged but not necessary to obtain the consent of a child and/ or parent or guarding when dealing with cases of child abuse. This is in line with the safeguarding principle of “best interest of the child” and the mandatory child abuse reporting laws that exist in several Pacific island countries. However, if reporting to a particular authority will clearly put the child in danger, (for instance, if the alleged perpetrator works for the police) then the reporting may be postponed or delayed until a better course of action can be identified, again with the best interests of the child in mind as that is always the paramount consideration.</p>				<p>only those that absolutely need to be involved. This ensures the highest level of confidentiality. Information is also stored securely with separate processes for the physical and online storing of information related to safeguarding concerns.</p> <p>Consent is also sought for the use and sharing of personal information like photos and videos.</p>
<p>3.9 ALLIANCES AND RESEARCH</p> <p>The CSO needs to work with partners and allies who share the organization’s core values and who agree to work jointly towards common goals like the promoting of safeguarding for women, children, youth and, vulnerable groups, even though their organizational mandates and purposes may be different.</p> <p>The CSO should also explore the option of using research to undertake influencing initiatives.</p>	<ol style="list-style-type: none"> 1. Does the CSO work with other women’s organisations and the government, in order to help them meet their safeguarding goals? 2. How has the CSO worked with partners to achieve safeguarding goals? Provide an example 3. How does the CSO use research, documentation and community input to support the development of a safeguarding framework? 4. How does the CSO use its own research and expertise to assist other CSOs in their development of a safeguarding framework particularly in terms of safeguarding women? 			
	<p>The CSO has no interest in working with other actors to promote safeguarding.</p>	<p>The CSO collaborates with other actors with a similar mandate relating to safeguarding on a reactionary/opportunistic basis.</p>	<p>The CSO recognises the importance of working with others to promote safeguarding and has taken steps to develop relationships with other actors with a similar mandate but has not</p>	<p>The CSO has strategic partnerships with a range of actors, including gatekeepers and decision-makers to promote safeguarding.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
			reached out to engage with gatekeepers and decision-makers.	Research into strengthening the institution's safeguarding policy and influencing the safeguarding policy of partners is participatory.

4.0 SAFEGUARDING IN YOUTH CSOS

Youth, like women, can play an important and often underrated role in the promotion of safeguarding principles both within their spaces and outside its perimeter. While many youth organizations are primarily staffed, resourced and, to some extent, governed by youths, that does not exclude them from developing, enacting and implementing safeguarding principles and protective measures. This is especially important for two reasons: firstly, youths can be quite vulnerable to sexual exploitation and sexual abuse, so when creating policies to safeguard them from that, it is important that they are part of the process. Secondly, youths can be powerful agents of change and this can be very important when thinking of safeguarding as a way of influencing change and reshaping the normative standards of society. Youth CSOs can also use influencing initiatives to assist other CSOs in developing their own safeguarding measures, ensuring that there is sufficient focus on the protection of youths.



STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>4.1 WHAT IS SAFEGUARDING?</p> <p>The CSO must take steps to draft and implement safeguarding policies to protect not just youths but also children, women and vulnerable groups – especially those with a history of marginalisation, from issues of sexual exploitation, sexual abuse, and all forms of child abuse. A safeguarding policy is important for two reasons. Firstly, it provides a guideline for how safeguarding concerns should be treated. Secondly, it adds weight to the importance of safeguarding, outlining the necessity for the CSO to have clear preventative and protective measures for safeguarding concerns and issues.</p>	<ol style="list-style-type: none"> 1. Does the CSO have a safeguarding policy? 2. What is the purpose of this Youth’s CSO? 3. How is this purpose related to the need for safeguarding - in particular safeguarding youth and children? 4. Does the CSO have values and principles that espouses the principles of safeguarding? 5. Identify if these principles are embedded within or linked to values of youth empowerment and protection. <p>There is no policy which aligns to protecting youth, children, women and vulnerable groups from sexual exploitation, sexual abuse, and child abuse.</p>	<p>There are policies being developed, however, it doesn’t clearly outline protection of individuals from sexual exploitation, sexual abuse and all forms of child abuse.</p>	<p>There is a specific policy for the protection of individuals from sexual exploitation, sexual abuse, and all forms of child abuse but it does not specifically cover safeguarding principles like “zero tolerance” and “survivor-centred approach”.</p>	<p>There is an effective policy in place that addresses the issue of the protection of children, women, youth, and vulnerable groups from sexual exploitation, sexual abuse, and child abuse. It is accompanied by safeguarding principles that are core to a successful policy on safeguarding for the CSO. The policy is periodically reviewed by independent assessors.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>4.2 POLICIES, AND THE CODE OF CONDUCT</p> <p>It is standard practice that all incoming staff and non-staff personnel be given a code of conduct that explicitly states the moral and ethical guidelines that uphold the values of the CSO to which employees must hold themselves accountable to. Given the necessity of a safeguarding policy, it must be mandatory to reflect the policy and its principles in the code of conduct.</p>	<p>If the CSO has a policy on safeguarding, is this included in the code of conduct? How comprehensive is this safeguarding policy? Does it only cover youth or does it also include children, women and vulnerable adults? How is this safeguarding policy developed? Who is involved in its development? How does the CSO ensure that this policy is communicated to the constituents? What are some tactics that the CSO can use to ensure that stakeholders and constituents follow safeguarding policies?</p>			
	<p>There is no safeguarding provision in the code of conduct.</p>	<p>An awareness of the need for the protection of children, women, youth and vulnerable groups from sexual exploitation, sexual abuse, and all forms of child abuse is coherent and consistent to all stakeholders but this is not included as a provision in the code of conduct.</p>	<p>The code of conduct contains a brief section on the need for safeguarding but does not expound on other necessary information such as the nature of the reporting process and the duty of stakeholders, decision-makers, and constituents in regard to safeguarding.</p>	<p>The code of conduct contains a detailed section on safeguarding and related information. There is also an explicit clause in the contract requiring incoming staff and non-staff personnel, to ensure that they exercise due diligence and responsibility in regards to safeguarding concerns and issues.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>4.3 INCLUSIVENESS</p> <p>Protection of all individuals in (and affiliated with) the organization is vital particularly for children, women, youth, and vulnerable groups especially groups that have had a history of marginalisation. In order to protect members of the organization effectively, particularly those that fall under marginalised groups, there must be explicit statements which protect all marginalised groups from any form of sexual exploitation, sexual abuse, and child abuse. It should also be the organization’s duty of care to serve the community regardless of their identity when it comes to sexual exploitation, sexual abuse, and child abuse. Hence, the need for an understanding of the importance of inclusiveness during the development of procedures and policies.</p>	<ol style="list-style-type: none"> When it comes to safeguarding issues, who does the institution seek to benefit and who does it seek to protect? Does the constituency play a role in decision-making or governance when it comes to safeguarding? If the constituency is largely excluded from making decisions on safeguarding, how does the institution know what the needs of the constituency are in regards to safeguarding? Does the institution’s policy/code of conduct/ guiding principles explicitly explain protection for marginalized groups like LGBTQI+ groups, people with disabilities, children and women? What are the processes and procedures in place that are inclusive of all marginalized groups? Are there training/ workshops/ meetings offered that shed awareness on the inclusion of all marginalized groups and the importance of protecting them from safeguarding issues? <p>There is minimal to no statements in the safeguarding policy which includes marginalized groups other than children, youth and women.</p>	<p>There is a safeguarding policy which implicitly states the need for inclusivity.</p>	<p>There is an effective safeguarding policy which protects all marginalized groups with a general awareness from all stakeholders and decision-makers. This awareness is gauged and improved on through regular training on the importance of inclusiveness to safeguarding.</p>	<p>There are procedures and trainings offered to staff and non-staff personnel, and even partners (when they request it) which informs all stakeholders of the importance of inclusivity for protection from any type of sexual exploitation, sexual abuse, and all forms of child abuse. Training on the importance of inclusivity to safeguarding is conducted regularly.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>4.4 STRUCTURE AND REPORTING</p> <p>Organisational structures help identify individuals and what they're accountable for. It's about alignment and the need for consistency towards the prevention of sexual exploitation, sexual abuse, and child abuse. Reporting processes dictate the correct procedure to deal with a case appropriately. This can mean creating a system where allegations and reports have an effect that designates the right people for the case. By developing a reporting system, it gives the survivor and community relief that their voices are being heard. It also demonstrates the commitment that the CSO has towards preventing sexual exploitation, sexual abuse, and child abuse.</p>	<ol style="list-style-type: none"> Does the CSO have a designated person(s) to look after issues of safeguarding? How is this designated person(s) chosen? Does the designated person(s) for safeguarding share central leadership duties as well? If so, is there an issue of conflict of interest that can arise? How is the designated person for safeguarding trained? Do they have additional access to a manual or document to help outline their functions and points of information? Is there a national, regional or international body that the designated person or safeguarding committee is responsible to? What is this channel of command like? How often does the designated person for safeguarding or the members of the safeguarding committee report to this national, regional or international body? <p>There are no mandatory reporting processes developed for safeguarding issues (or for the breach of the safeguarding policy and code of conduct).</p>	<p>There is a structure of reporting for individuals, however, there are no clear procedures for response for things like victim-assistance and referrals.</p>	<p>There exists reporting and response procedures and mechanisms for things like referrals but these are inadequate.</p>	<p>There exists adequate procedures for reporting and response in relation to safeguarding, including victim assistance and referrals, as well as clear roles and responsibilities of designated officers in this process. There is a designated officer who follows through on allegations especially where legally required and a support system that separates the individual from the community where appropriate. There is also a degree of transparency in the reporting and the responding although confidentiality and the safety of the survivor is still</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
				prioritised. There exists complaints and reporting mechanisms that are safe, confidential, transparent, and accessible to children, women, youth, and vulnerable groups.
<p>4.5 HUMAN RESOURCES</p> <p>Having a designated person for safeguarding or a member of a safeguarding committee is an excellent step. However, the church must ensure that all staff and non-staff personnel, especially the individual(s) tasked with looking after safeguarding issues be trained in the area of safeguarding, and that they be given clearly outlined sets of responsibilities that the CSO expects them to carry out in that role. Even prior to this there are certain steps the CSO should take:</p> <p>The CSO should carry out background checks for all its staff and non-staff personnel especially before nominating any one person or group to look after safeguarding issues. The CSO should carry out referee checks for all its staff and non-staff personnel, especially for those tasked with looking after safeguarding.</p>	<p>1. Does the CSO employ a designated person(s) for safeguarding?</p> <p>2. Does the CSO have a job description for the designated person(s) for safeguarding?</p> <p>3. Are these job descriptions linked and adapted to the structure of the CSO and the values inherent to youths and the goals of the CSO?</p> <p>4. How do these job descriptions fit into the CSO's duty to its constituency?</p> <p>Expected responsibilities for the role in relation to safeguarding are either unwritten or not effectively communicated to the individual(s) holding the position. There are no background or referee checks taken during the recruitment process of staff and non-staff personnel.</p>	<p>Expected responsibilities are ambiguous with some positions having overlapping roles and responsibilities with other positions. Minimal efforts are made to check the background of incoming staff and non-staff personnel or to check their referees.</p>	<p>Expected responsibilities do not clearly align with the structure and nature of the organisation. Referee checks are made and background checks, however, background checks are limited to a national scope and are not widened to include the region or the globe.</p>	<p>Expected responsibilities are clear and aligned with the structure and nature of the organisation. The responsibilities and functions of the individual(s) holding this position is regularly reviewed and updated. The organisation's recruitment process includes a thorough background, and referee check. The scope of the check is not limited to the nation state but includes a region-wide and international check.</p>

STAGES	PLANTING 	SEEDLING 	MATURING 	HARVESTING 
INDICATORS	1	2	3	4
<p>4.6 PREVENTION AND PROTECTION</p> <p>Prevention and Protection aims to set procedures which tackle any form of sexual exploitation, sexual abuse and child abuse before or after the situation.</p> <p>Prevention methods are in place to set moral and ethical values that deter any forms of sexual exploitation, sexual abuse and child abuse. Protection procedures on the other hand aim to offer systems which ensure that individuals subjected to sexual exploitation, sexual abuse, and child abuse are not victimised.</p> <p>Both of these mechanisms are in place to ensure that even before or after the situation; there are procedures in place to determine the level of care and sensitivity to be afforded to the individuals subjected to sexual exploitation, sexual abuse, and child abuse.</p> <p>The CSO should also recognise that risk assessment processes are part of prevention as they assess what kinds of risks are likely to spring up from the CSO’s activities and documenting how these will be mitigated. These risk assessment matrices should be reviewed and updated regularly.</p>	<ol style="list-style-type: none"> Are there guidelines for the review of performances by the designated person for safeguarding or members of the safeguarding committee? What is this procedure like? How often does it happen? Is it documented? Who conducts the review? Does the CSO have a strategy for further training and development of the designated person for safeguarding/ members of the safeguarding committee? Does the training include ensuring that staff are able to recognise early safeguarding issues? Are there training in place to ensure that staff respond appropriately to safeguarding issues? <p>There isn't a designated person(s) charged with looking after safeguarding and/or there isn't a safeguarding policy that has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are no trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding.</p>	<p>There is a designated person(s) charged with looking after safeguarding in the CSO and there is a safeguarding policy, but it does not have provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding but these trainings are not regularly conducted.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted, however, only certain staff and non-staff personnel are selected to attend these trainings.</p>	<p>There is a designated person(s) charged with looking after safeguarding and there is a safeguarding policy which has provisions for preventing and protecting individuals from sexual exploitation, sexual abuse, and all forms of child abuse.</p> <p>There are trainings and awareness-raising on the importance of establishing prevention and protection measures in relation to safeguarding and these trainings are regularly conducted. They are also conducted for all staff and non-staff personnel and they are available to partners who request it.</p>

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<p>To be effective in prevention and protection mechanisms, staff and non-staff personnel need to be continuously trained. Staff development initiatives for safeguarding ensure that they continue to have the skills necessary to deliver on their safeguarding strategy.</p>	<p>There are no risk assessments in relation to safeguarding.</p>	<p>The CSO has established risk assessments in relation to safeguarding but these are inadequate.</p>	<p>The CSO has established risk assessments in relation to safeguarding but these only identify risks and do not consist of ways to mitigate identified risks.</p>	<p>There are risk assessments in relation to safeguarding and these identify risks and ways to mitigate them. It also recognises safeguarding risks that may occur within the CSO or the communities it works in.</p>
<p>4.7 GOVERNANCE</p> <p>The governing body of the CSO helps it stay focused on achieving its mission while also meeting its legal obligations. It ensures that the CSO has the resources it needs to deliver on its mission, and it does this by ensuring that the CSO is properly managed and that safeguarding risks are properly identified.</p> <p>Apart from the dedicated person(s) looking after safeguarding, the governing body reviews any safeguarding risks arising on a regular basis, and ensures that appropriate mitigation measures are implemented, including that learning is done and used to update the safeguarding policy where needed.</p> <p>Furthermore, given the propensity of decision-makers in the institution to accumulate and maintain significant power, there is a need for decisions to be</p>	<p>1. Does the CSO have a decision-making group? 2. Has the decision-making group made any important decisions regarding safeguarding issues? 3. Were these decisions documented? If so, how? 4. How were these decisions communicated to the constituency, if communicated at all?</p>			
	<p>The CSO does not have a governing body that is ultimately responsible for safeguarding issues that arise, and ensuring that the CSO has a comprehensive, context-appropriate, inclusive safeguarding policy.</p> <p>The decision-making group (or person) in the CSO does not document decisions relating to safeguarding and they are not properly communicated to staff and non-staff personnel of the institution.</p>	<p>Members of the governing body agree on governance roles and responsibilities relating to safeguarding, however, the safeguarding policy that guides this is inadequate.</p> <p>The decision-making group (or person) in the CSO do not meet regularly. They may communicate decisions relating to safeguarding to other staff and non-staff personnel but they do not outline how these decisions were made.</p>	<p>Members of the governing body agree on governance roles and responsibilities relating to safeguarding, and they have an adequate safeguarding policy that guides them.</p> <p>The decision-making group (or person) in the CSO meet regularly. They communicate decisions relating to safeguarding to other staff and non-staff personnel and they outline how these decisions were made. However, there is no induction programme for</p>	<p>There are clear terms of reference for board positions that include safeguarding.</p> <p>Meetings of the governing committee include regular reporting, review and discussion on roles and responsibilities relating to safeguarding.</p> <p>There is an induction programme for all new board members that includes a session on safeguarding.</p>

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properly documented and communicated to constituents. This is the essence of accountability and transparency.			all new board members or members of the decision-making group that includes safeguarding.	Decision-makers record all decisions, and these are readily available and communicated to constituents.
<p>4.8 GOALS AND STRATEGY</p> <p>Where the mission for the Youth based CSO describes the ultimate “destination” for that CSO, goals provide a pathway to that. Goals are vital in that they provide a specific focus for the institution. The pathway towards achieving that goal is characterised through the institution’s strategy. A strategy gives an institution direction.</p>	<ol style="list-style-type: none"> 1. Does the CSO have long term goals in regards to safeguarding implementation? 2. Is there a plan to achieve these goals? 3. How was this plan developed? Did it include input from the constituents? 4. Who was involved in the making of this plan? Were any of them members of the constituency? 5. Is this plan reviewed? If so, how often? 			
	Decision-makers do not have a formally established set of goals relating to safeguarding for their institution.	Decision-makers have set out safeguarding goals but they are not formally established nor are they communicated to the constituency.	There are institutional goals relating to safeguarding and a clear strategy in place to achieve them. These goals are regularly reviewed and updated.	The institution has clear safeguarding goals and strategy developed through a participatory process. Decision-makers use this strategy to monitor institutional performance; the strategy is regularly reviewed

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<p>4.9 ALLIANCES AND RESEARCH</p> <p>The CSO needs to work with partners and allies who share the organization’s core values and who agree to work jointly towards common goals like that of the promotion of safeguarding for youth, women, children, and vulnerable groups, even though their organizational mandates and purposes may be different.</p> <p>The CSO should also explore the option of using research to undertake influencing and collaborative initiatives.</p>	<ol style="list-style-type: none"> 1. Does the CSO work with other youth organisations and the government, in order to help them meet their safeguarding goals? 2. How has the CSO worked with partners to achieve safeguarding goals? Provide an example 3. How does the CSO use research, documentation and community input to support the development of a safeguarding framework? 4. How does the CSO use its own research and expertise to assist other CSOs in their development of a safeguarding framework particularly in terms of safeguarding youth and children? <p>The CSO has no interest in working with other actors to promote safeguarding.</p>	<p>The CSO collaborates with other actors with a similar mandate relating to safeguarding on a reactionary/opportunistic basis.</p>	<p>The CSO recognises the importance of working with others and has taken steps to develop relationships with other actors with a similar mandate relating to safeguarding but has not reached out to engage with gatekeepers and decision-makers.</p>	<p>The institution has strategic partnerships with a range of actors, including gatekeepers and decision-makers.</p> <p>Research into strengthening the institution’s safeguarding policy and influencing the safeguarding policy of partners is participatory.</p> <p>Research can focus the need for partnering CSOs to focus on safeguarding particularly for youth and children.</p>

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<p>4.10 CONFIDENTIALITY AND CONSENT</p> <p>In any case regarding sexual exploitation, sexual abuse, and all forms of child abuse, consent must be introduced to ensure that the individual is aware of their decisions (for cases of child abuse, consent should be introduced but does not necessarily have to be obtained, this is explained below).</p> <p>This includes consent for sharing information, consent for establishing the correct procedures to ensure the perpetrator is dealt with and also to give consent for reporting the incident to third party agencies.</p> <p>Levels of consent may differ depending on the setting. Some settings may require communal consent or consent from an elder. Regardless, the principle for safeguarding against sexual exploitation and sexual abuse is that consent is personal to the survivor.</p> <p>Introducing the aforementioned different levels of consent means ensuring that survivors of sexual exploitation, sexual abuse, and child abuse are aware of the procedure for reporting, and how information relating to the safeguarding incident is documented, shared and stored.</p>	<ol style="list-style-type: none"> Are there various levels of consent? (i.e. consent for sharing of information, consent of following through with set procedures, consent of involving other third party support systems)? How is consent for reporting incidents carried out? (i.e. written, verbal) If the individual is under the age of 18, how do you offer support? Does the consent of a minor or individual need the approval or parents/ guardians? Are there any support systems in place if the victim chooses not to report? <p>There no mandatory consent policies related to safeguarding which outline the need for permission when presented with a safeguarding incident.</p>	<p>Consent is sought but the reporting process has so many intermediary stages, and people handling the safeguarding case, it loses its element of confidentiality.</p>	<p>There is a process of obtaining consent from survivors of sexual exploitation, and sexual abuse (and child abuse, where possible) before engaging in the process of reporting.</p> <p>There are genuine steps taken to ensuring confidentiality although these come with limitations. For instance, the CSO may take steps towards ensuring that as little people as possible are involved in the reporting process so as to ensure maximum confidentiality at that stage, however, this may weaken with the way that the safeguarding information is stored and how securely it is stored.</p>	<p>There are procedures and policies that ask for consent from survivors of sexual exploitation and sexual abuse with every step taken. When dealing with cases of child abuse, the CSO ensures it tries to obtain the consent of the child and/or parent or guardian while still recognising that it must follow through with reporting even if obtaining consent from the parties mentioned is not possible (unless this may directly endanger the child in which case the principle of “best interests of the child” is applied and alternative measures are sought).</p> <p>The number of people tasked with dealing with</p>

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<p>Furthermore, it should be remembered that while it is necessary to obtain consent for cases of sexual exploitation and sexual abuse (which by definition deal with adults), it is encouraged but not necessary to obtain the consent of a child and/ or parent or guardian when dealing with cases of child abuse. This is in line with the safeguarding principle of “best interest of the child” and the mandatory child abuse reporting laws that exist in several Pacific island countries. However, if reporting to a particular authority will clearly put the child in danger, (for instance, if the alleged perpetrator works for the police) then the reporting may be postponed or delayed until a better course of action can be identified, again with the best interests of the child in mind as that is always the paramount consideration.</p>				<p>each case is reduced to only those that absolutely need to be involved. This ensures the highest level of confidentiality. Information is also stored securely with separate processes for the physical and online storing of information related to safeguarding concerns.</p> <p>Consent is also sought for the use and sharing of personal information like photos and videos.</p>

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