

MALAWI INSTITUTE OF JOURNALISM

PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA) POLICY

1. Policy Statement

This policy document sets out Malawi Institute of Journalism (MIJ) approach to prevent and respond to sexual exploitation and abuse (SEA). The policy applies to all employees both on-and off-duty, students, as well as other related stakeholders. This is so because SEA violates universally recognized international legal norms and standards and are unacceptable behaviors and prohibited conduct for all humanitarian workers, including MIJ employees and related personnel and stakeholders.

MIJ strives to reach a point where there is zero tolerance towards SEA. All MIJ employees and related personnel are expected to uphold the highest standards of personal and professional conduct at all times, and to provide humanitarian assistance and services in a manner that respects and fosters the rights of beneficiaries and other vulnerable members of the local communities.

MIJ will make every effort to create and maintain a safe environment, free from SEA, and shall take appropriate measures for this purpose in the communities where it operates, through a robust PSEA framework, including prevention and response measures. MIJ is therefore fully committed to improving protection from SEA and will be taking appropriate action to tackle SEA.

All forms of SEA are a violation of human rights and an abuse of a position of power over a vulnerable population that the United Nations and other humanitarian and development actors have pledged to protect. SEA can lead to serious, sometimes lifelong, adverse consequences for the survivors, particularly child survivors. Furthermore, SEA undermines the integrity and reputation of the UN and other humanitarian and development actors and can threaten the security of their

personnel and operations. Recent failures by UN agencies and non-governmental organizations (NGOs) to respond effectively to allegations underscore the urgent need to scale up efforts.

2. Policy Objective

The sole objective of the PSEA policy is to promulgate policy of zero tolerance for SEA for all MIJ employees, students and related stakeholders such as MIJ students and ensure that roles, responsibilities and expected standards of conduct in relation to SEA are known within MIJ. To create and maintain a safe environment, free from SEA, by taking appropriate measures for this purpose, internally and in the communities where MIJ operates, through robust prevention and response work.

3. Important Terms and their Definitions

For the purposes of the present policy the term 'sexual exploitation' means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Similarly, the term 'sexual abuse' means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. This is according to The UN Secretary-General Bulletin ("Special Measures for Protection from Sexual Exploitation and Abuse" (ST/SGB/2003/13)

Below are other important terms:

- Safety: The safety and security of the survivor is the primary consideration.
- Confidentiality: Survivors have the right to choose to whom they will or will not tell their story, and information should only be shared with the informed consent of the survivor. (For more information on informed consent).
- Respect: Respect for the choices, wishes, rights and dignity of the survivor should guide the decisions by organizations. The role of case managers is to provide the survivor with the information s/he needs to make informed decisions and to facilitate recovery.

• **Non-discrimination:** survivors should receive equal and fair treatment regardless of their age, gender, race, religion, nationality, ethnicity, sexual orientation or any other characteristics.

This means that **SEAs** are forms of gender-based violence (GBV) which describe any harmful act perpetrated against a person's will that is based on socially ascribed differences between women and men. Furthermore, SEA may also involve child safeguarding violations if the "conduct (by the organization's personnel) causes significant harm to a child including any kind of physical, emotional or sexual abuse, neglect or exploitation", highlighting the need for focused attention on children as part of PSEA efforts.

4. Core Principles of MIJ SEA Policy

In tandem with The Inter-Agency Standing Committee (IASC) Six Core Principles (2002; updated 2019), the core principles of MIJ PSEA Policy include:

- SEA by MIJ employees, students and stakeholders constitute acts of gross misconduct and are therefore grounds for termination of employment.
- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defense.
- Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries.
- Any sexual relationship between MIJ employees, students and beneficiaries of assistance or other vulnerable members of the local community that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of humanitarian aid work.
- Where an MIJ employee, student or related personnel develops concerns
 or suspicions regarding sexual abuse or exploitation by a fellow worker,
 lecturer, student, whether in the same organization or not, he or she
 must report such concerns via established reporting mechanisms.

 All MIJ employees, students and related personnel are obliged to create and maintain an environment which prevents SEA and promotes the implementation of this policy. Managers at all levels have particular responsibilities to support and develop systems which maintain this environment.

5. MIJ PSEA Policy Framework

5.1 Prevention of SEA

The long-term goal of this PSEA policy is to create an environment where beneficiaries (employees, students and other beneficiaries) are safe and respected and can access the protection and assistance they need without fear of any form of exploitation or abuse.

5.1.1 Vetting

MIJ will always systematically vet all prospective job candidates in accordance with established screening procedures. See in Appendices, **Sensitive Recruitment, Contracting & Performance Management.**

5.1.2 Training

MIJ will always hold mandatory induction and refresher trainings for all employees and related personnel on the PSEA policy and procedures. There should always be training for this policy for new recruits (employees and new students) when they are recruited. There will also be annual refresher trainings for all MIJ stakeholders especially employees. The training will encompass all the standards stipulated in the **Training Agenda** in the Appendices. MIJ will develop training package (in form of a PowerPoint presentation and leaflets) which will be shared to enhance PSEA. The training agenda can and/ or will be updated based on emerging issues and revisions in the UNSG Bulletin on PSEA.

Further, this policy and training materials will also be uploaded on MIJ official website for all stakeholders to read to complement physical trainings. There should also be a mail merge and other alternative mediums (such as official WhatsApp groups) for all employees and students through which it will be circulated periodically, say annually so as to remind the stakeholders of PSEA.

5.2 Response

5.2.1. Reporting

It is the obligation of all personnel and students to report any suspicions or concerns about SEA. Failure to report will thus disciplinary measures as it will be outlined in the conditions of service and students' regulations. Anonymous reporting shall also be promoted such as whistleblower policy, protection plans for complainants guided by the principles of confidentiality, Honest, and respect.

MIJ also recognizes that safe, confidential and accessible mechanisms and procedures for personnel, students, beneficiaries and communities, including children are essential for effective reporting of SEA. The reporting mechanism should be safe, transparent, accessible to everyone and that confidentiality should be strictly followed.

A special committee shall be set to look into reported SEA cases at least, comprising of the Human Resources and Administration Officer, Media Training Manager, a student representative from MIJ students union (students welfare representative) and other members chosen at the discretion of the Executive Director for which the members of the committee should have to sign a special declaration to keep information related to SEA strictly confidential.

A reporting form has been designed (**See in the Appendices**) which will be filled by a complainant. The complaint is not necessarily required to indicate his or her name. When filled, it should be sent to a special email as stipulated on the form. The suggested email is sea@mijmw.mw or (and copy to) mijsea@gmail.com and this email should be attended to regularly by the members of the committee and if possible alerts set for incoming emails.

Alternatively, there should be a wooden box constructed and placed at the reception points specifically for inserting filled SEA reporting forms. Nearby, there should be placed a carton comprising of printed blank SEA reporting forms. All stakeholders will be informed about this, so that everyone has access to the box and forms. The box will be checked regularly just as the email addresses.

5.2.2. Investigation

Investigating allegations is essential to implementing the zero-tolerance policy on SEA and increasing accountability for violations. MIJ will ensure that investigations of all allegations of SEA are conducted expeditiously.

All allegations will follow the due process, ensure the protection, safety and rights of those involved protected including survivors, witnesses and alleged perpetrators. The process will also ensure that investigations are survivorcentered, respecting survivors' rights to safety, confidentiality, respect and non-discrimination. The following are some key points to be considered when managing (or overseeing) investigations at MIJ:

The chosen internal committee will be reviewing all allegations and deciding on next steps, including the need for an internal investigation and/or referral to local law enforcement authorities (where appropriate as determined by the organization and when possible, the survivor); immediate consequences for alleged perpetrator in terms of their work (such as suspension, change of job responsibilities/compass for students); assistance

for survivors and others; and communication with the parties involved, partners and others. Some criteria for making decisions regarding the investigation process include the nature of the abuse (i.e. breach of the organization's code of conduct/national criminal law), reliability of source(s) of allegation, availability of hard evidence (such as photographs), and risk(s) for the survivor(s) associated with the investigation process. In general, MIJ shall always keep a record explaining the rationale for any course of action taken on PSEA resolution.

 If the internal committee fails to have detailed information as may be required, MIJ will deploy or hire experienced, impartial and trained investigator(s) who are qualified to handle cases that require a high degree of sensitivity and confidentiality (see Terms of Reference for Investigator of SEA Allegations in Appendices). The investigator(s) should speak the language of witnesses and be familiar with local laws if possible.

Furthermore, MIJ will agree with the investigator(s) from the outset on the scope of the investigation, coordination and communication processes (such as regular check-ins with managers), deliverables and timelines, contingency plans, and other key aspects of the investigation.

• Even where no cases of SEA have been reported, MIJ will hire an investigations consultant periodically, say annually to investigate cases of SEA in the organization. The consultant will have the capability of searching for deleted emails in the email accounts through which SEA cases are reported through to avoid a situation where the one(s) with a hold of the email account can be ignoring the emails and deleting them deliberately if there would be conflict of interests.

- MIJ individual members of the internal committee should identify and manage conflicts of interest by verifying that fellow personnel and external experts involved in the investigation do not have personal or professional relations to the survivor, witnesses, complainants/whistleblowers, or the alleged perpetrator or have a vested interest in the outcome of the investigation, which may compromise their objectivity. If and when they become aware of such a conflict of interest, they should immediately remove and replace the concerned individual from the case, stop them from further contact with all parties involved in the case, and request them to agree in writing to keep information on the case confidential (See Appendices for this declaration).
- Management of information-sharing and communications in order to protect those directly involved as well as the integrity of the process will involve the following:
 - The consultant/investigator communicating the investigation process, should be transparent, and details relating to the case (such as identity of parties involved, details of incident), should be treated with confidentially.
 - The investigator should define and recommend which individuals need to have access to what type of information (be it to the Human Resources Officer, Media Training Manager, Executive director or even the board) while having a secure information-management system for keeping electronic and non-electronic data with access limited to those directly involved in managing or overseeing the investigation. An investigator and anyone who leaks any information related to SEA will be sued or dismissed upon availability of evidence.
 - Providing investigators (internal/external) with access to relevant internal documents, records and personnel, as well as adequate and administrative support to conduct investigations freely and effectively.
 - o Requesting all parties directly involved in the investigation process (such as investigators, survivors, witnesses, alleged perpetrators, designated managers/personnel and students) to keep the content of their interviews confidential.
 - Setting up a system for keeping survivors, witnesses, alleged perpetrators and complainants informed on relevant aspects of the investigation process (i.e. determining who is responsible for sharing

what type of information with whom and at what frequency as may be determined, depending on a case being handled).

• MIJ will always provide adequate protection to survivors, witnesses and complainants/whistleblowers, and alleged perpetrators (as part of their duty of care for personnel) throughout the investigation process as needed. Organizations should adapt their support to each person's specific needs and wishes (accounting for age, gender, abilities) to offer adequate support, closely working with protection actors and those providing services to survivors and others. For example, individuals directly involved in the case may require independent legal counsel and/or an advisor/support person to provide emotional, mental, and psychological support, share updates on the investigation, and to serve as a liaison with the investigation team as needed. Child survivors and witnesses are likely to require additional support to ensure that the investigation process is conducted in a child-friendly manner (such as child-friendly interview techniques, engagement of parents/caretaker).

There will also be following up (by the special committee) on investigation outcomes, including through the following actions:

- Make the outcomes of the investigation available to the survivor and accused party and follow up with them to find out if they require additional psychosocial or other support.
- o In case a complaint is substantiated, take appropriate disciplinary actions against the perpetrator that corresponds to the severity of the offense committed, ranging from a written reprimand to dismissal. Update personnel files of the perpetrator accordingly and share relevant information with potential employers as part of their background checks to the extent legally possible. These issues are to be incorporated in the MIJ conditions of service.
- Report the case to relevant local law enforcement authorities, including the police and/or judicial authorities, and, if the case concerns a child, social welfare office.
- MIJ will also be at all times ready to use investigation reports to identify institutional weaknesses in preventing and responding to PSEA that require changes in the organization's policies, procedures and staffing.

5.2.3. Victim Assistance and Referral to National Authorities

If, after proper investigation, there is evidence to support allegations of SEA, the cases will be referred to national authorities for criminal prosecution. Child helpline and GBV helplines (116 and/or 5600) will be used.

MIJ will ensure that survivors have access to survivor centered assistance regardless of decisions by organizations or others to investigate the case and regardless of the outcome of an investigation. Survivors are also not required to identify the perpetrator or prove that they are survivors of SEA to access services. As appropriate, MIJ and its partner organizations should account for the protection and support needs of witnesses, complainants, alleged perpetrators and other individuals connected to the case.

The table below provides an overview of the types of services survivors may need:

Type of Descript service	tion
Safety	 Immediate safety or protection measures for survivors and witnesses to address the risk of retaliation or further violence, such as survivor safety planning, safe shelter (i.e. space that offers temporary safety to individuals fleeing harm), relocation support
Medical care	 Medical care, including post-exposure prophylaxis (PEP) to prevent HIV (within 72 hours of possible exposure); treatment for Sexually Transmitted Infections (STIs), pregnancy care, emergency contraception, clinical management of rape amongst others
Psychosocial support	 Mental health psychosocial support (MHPSS), emotional support, either individually or community-based
Legal services	 Legal assistance services, including free legal counselling, legal representation and other support (Note: If possible, such legal representation and support should be provided independently from the alleged perpetrator's employer.)

Basic material assistance	 Provision of food, clothing, shelter, school reintegration and livelihood support to the survivor
Support for children born as a result of SEA	 Medical and psychosocial care and pursuit of paternity and child support claims, in conjunction with relevant national governments

Below flow diagram and **Referral Form in the Appendices** describes referral process to be undertaken by MIJ.

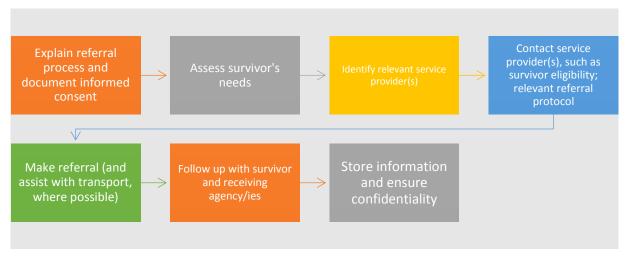


Figure 1: Referral Process:

This (above) is a graphic outline of key steps involved in the referral process. There is need for flexibility in applying these steps and should adapt this process to meet the needs of the survivor, including those who are children.

5.3. Cooperative Arrangements

All MIJ contracts and partnership agreements include a standard clause requiring contractors, suppliers, consultants and sub-partners to commit to a zero-tolerance policy on SEA and to take measures to prevent and respond to SEA.

The failure of those entities or individuals to take preventive measures against SEA, to investigate allegations thereof, or to take corrective action when SEA has occurred, shall constitute grounds for termination of any cooperative arrangement.

5.4 Other Procedures: Implementation of this PSEA Policy

The below procedures outline how PSEA-related policies will be put into effect and create the organizational infrastructure to support their implementation. The following actions can help establish or reinforce organizational procedures:

5.4.1 Updating HR Processes and Integrate PSEA into MIJ Policies and Operational Processes

The project team (Projects Coordinators, Projects Manager, and Projects Accountant), Human Resources and Administration Officer (HRAO), Procurement Officer, Internal Auditor and MIJ managers (Executive DirectorED, Media Training Manager-MTM, and Broadcasting Services Manager-BSM) are all custodians of this policy and should make sure that attributes of this policy are infused in the respective MIJ policies.

5.4.2 Roles and Responsibilities

5.4.2.1 Annual Training of Stakeholders (Refresher Trainings) The ED will from time to time appoint a team to develop and/or revise training materials such as a presentation and a leaflet on PSEA. All policies related incorporated with PSEA (such as conditions of service and students' handbook) be made available to all employees and students.

5.4.2.1.1 For Employees

Training of PSEA will periodically be championed by the ED, conducted by the HR Officer and MIJ Managers. The ED may also delegate whatever team to conduct the training sessions.

5.4.2.1.2 For Students

Training of PSEA will periodically be championed by the MTM and Centre Coordinators (CCs). The MTM may also delegate whatever team to conduct the training sessions.

5.4.2.2 Training for New Recruits

5.4.2.2.1 For Employees

Training of PSEA will strictly be championed by the HR Office and MIJ Managers, the HR Officer being focal. All necessary training materials such as a presentation and leaflets on PSEA should be provided to the new recruits.

5.4.2.2.2 For Students

Training of PSEA be championed by the MTM and Centre Coordinators (CCs). All necessary training materials such as a presentation and leaflets on PSEA should be provided to the new recruits.

5.4.2.3 Overseeing Recruitment Process

5.4.2.3.1 For Employees

PSEA policy during recruitment of new staff will be enforced by the ED and HR office.

5.4.2.3.2 For Students

PSEA policy during recruitment of new students will be enforced by the MTM and CCs.

5.4.2.3.3 Service Providers

PSEA policy during recruitment of service providers will be enforced by the Executive Director and Procurement Officer.

5.4.2.4 Handling of SEA Complaints

A team comprising of the HR officer, MTM will have access to the email accounts used for receiving SEA complaints. These 2 plus other 3 (2 other employees as appointed by the ED and 1 student as appointed by the MTM or CCs, preferably the Director of Welfare in the MIJ Students Union) will form a PSEA committee which will be handling complaints and investigations as described in the policy. The reporting form should be available on MIJ website.

Appendix 1: Checklist for PSEA-Sensitive Recruitment, Contracting and Performance Management

Include a sentence in job announcements to notify candidates that background and reference checks will be conducted and ethics is part of annual performance appraisals.
Conduct background checks (such as police records, Google searches) and contact references to vet for former misconduct in accordance with local laws regarding employment, privacy and data protection.
Ensure gender-balanced interview panels during hiring processes and conduct gender neutral interviews.
Require applicants to self-declare prior issues of sexual or other misconduct, termination of past employment, criminal records, and concerns registered with government authorities regarding contact with children, and to consent to the disclosure of any such information by their former employers during verification of references.
Ask candidates interview questions about ethics and ethical dilemmas (such as What's your idea of an ethical organization? Tell me about a time when you faced an ethical challenge).
Include training in PSEA as part of onboarding process and provide refresher courses at regular intervals during employment tenure.
Include adherence to code of conduct (such as participation in PSEA trainings) in performance appraisals of staff.
Include in the performance appraisals of senior staff their effectiveness in creating and maintaining an environment which prevents and responds to SEA.
Freeze professional advancement/recruitment opportunities of individuals under investigation.

- ☐ In cases of confirmed misconduct, take robust disciplinary action (such as dismissal, suspension, written censure or other administrative/corrective measures) and, where this involves possible criminal conduct, consider reporting the incident to local law enforcement authorities.
- ☐ Maintain an internal database documenting any disciplinary measures on personnel, including dismissals, to avoid rehiring them at a later point in time.
- ☐ Systematically share relevant information of personnel known to have committed SEA with other potential employers during background checks, to the extent legally possible.

Appendix 2: PSEA Training Agenda

Organizations should modify this training agenda based on the specific audience and that the training agenda can and/or will be updated based on emerging issues and revisions in the UNSG Bulletin on PSEA.

ACTIVITY	CAT TIME	RESOURCES
INTRODUCTION		
 Welcome and introduction Introduction of trainer(s) and learners Overview of training agenda Expected learning outcomes 	15 min	Handout: Training agenda
SESSION 1: UNDERSTANDING SEXUAL EXPI	LOITAT	ION AND ABUSE
 Presentation: Key definitions and concepts Definition of SEA UN Zero-Tolerance Policy on SEA Roles and responsibilities of personnel in preventing and responding to SEA 	min	Handouts: Copies of SG's Bulletin (ST/SGB/2003/13), organization's code of conduct and other relevant documents
Case scenarios: Is this SEA? • Present practical scenarios and discuss which ones may be cases of SEA and why	45 min	
• Ask learners to identify the (potential) consequences of SEA on a) the survivor(s), b) the community, c) the organization, and d) others	30 min	
SESSION 2: TAKING ACTION AGAINST SEA		

 Presentation: Overview Overview of responses to SEA (prevention, reporting, investigation and referral) Guiding principles (including survivor-centered approach) 	20 min	Handout of relevant tools of UNICEF's PSEA Practical Guide Toolkit for UNICEF and Partners (such as organizational selfassessment, action plan template, PSEA risk assessment and mitigation)
 Group discussion: Prevention Discuss how to identify and mitigate risks of SEA in their context (What are warning signs? Why are they ignored? What more can the organization do to prevent SEA?) 	45 min	
 Presentation: Reporting Mandatory reporting How to report SEA allegations, including confidentiality issues and "the best interest of the child" Protections for those reporting SEA allegations 	20 min	Handout with contact information of reporting channels and policy for protecting whistleblowers and/or complainants
 Presentation: Investigations Overview of investigation process Consequences for personnel if allegations are substantiated Responsibilities of personnel to fully participate in any investigation 	15 min	

Presentation: Assistance	10	
 Service needs of survivors (and witnesses) 	min	
Survivor-centered approaches and informed consent		
Referral pathways		
CONCLUSIONS		
Conclusions	20	Feedback forms
ConclusionsSummary of key learnings	20 min	Feedback forms
	_	Feedback forms
Summary of key learnings	min	Feedback forms
 Summary of key learnings Ask each learner to provide at least one 	min	Feedback forms
 Summary of key learnings Ask each learner to provide at least one answer to the question: "How do you plan to 	min	Feedback forms

Appendix 3: Incident Report Form for SEA Allegations

(To be available on MIJ website)

CONFIDENTIAL: Please restrict access to this document and keep it stored safely. Always use code names when referring to individuals involved in the case, omit information that could reveal identities (such as date of birth, address, phone number, description of unique physical traits) and keep information on the identity and personal details of persons involved separate from incident and related reports.

- 1. Details on how, when, and by whom, the allegation was received:
- 2. Description of alleged incident, including dates, times and locations:
- 3. Description of alleged or suspected survivors (such as name, age, gender, ethnic origin/nationality, specific needs):
- 4. Description of alleged or suspected perpetrators (such as name, age, gender, nationality, organizational affiliation/position, previous record of misconduct):
- 5. Actions taken by organization in response to allegations to date (such as referral for assistance, investigations, notification of UN/Host Government):
- 6. Actions taken by other organizations or entities in response to the allegation:
- 7. Requested support from partners (such as support for SEA survivors, investigations)

Report transmitted by:	
Name:	Contact info (email, phone):
Title:	Date:

Appendix 4: Referral Form

CONFIDENTIAL: Please restrict access to this document and keep it stored safely.

Note: Please share copies of filled out referral forms with the survivor and receiving agency and keep a copy for the organization's internal records and follow-up.

Referring agency				
Agency/org:	Contact:			
Phone:	Email:			
Location				
Receiving agency				
Agency/org:	Contact:			
Phone:	Email:			
Location	<i>_</i>			
Survivor information				
Name:	Phone:			
Address:	Age:			
Sex	Nationality:			
Language:	ID number			
If survivor is a minor (under 18)				
Name of primary caregiver:	Relationship to child:			
Contact information for caregiver:	Is child separated or unaccompanied? Yes No			
Caregiver is informed about referral?	Yes No (If no, explain)			
Background Information/Reason for	referral and services already provided			
Has the survivor been informed of the referral?	Has the survivor been referred to any other organization?			

	No (If no, explain		No (If yes, explain
Yes	below)	Yes	below)

 □ Mental Health Protection Services □ Shelter □ psychosocial support □ Legal Assistance □ Material Assistance Services □ Education □ Nutrition □ Psychosocial Support □ Livelihood Support □ Support for children □ Social Services born as a result of SEA □ Medical Care
Please explain any requested services:
I,(survivor name), understand that the purpose of the referral and of disclosing this information to(name of receiving agency) is to ensure the safety and continuity of care among service providers seeking to serve the client. The service provider,
Details of Referral Any contact or other restrictions? Yes No (If yes, please explain below)
This contact of other restrictions: Tes the (II yes, please explain below)
Referral delivered via: Phone (emergency only) E-mail Electronically (such as, App or database) In Person Follow-up expected via: Phone E-mail In Person. By date (DD/MM/YY):
Information agencies agree to exchange in follow up:

Name and signature of recipient:

Date received (DD/MM/YY):

Appendix 5: Terms of Reference for Investigator of SEA Allegations

Terms of Reference:

Investigator of SEA Allegations:

1. Background

[Include brief description of the SEA allegation and other relevant information that may support the investigation.]

1. Purpose and Objectives

The purpose of this investigation is to conduct a thorough, objective and effective investigation of the above-mentioned reported SEA allegations and other related incidents, in accordance with professional standards and best international practice. Specific objectives are to:

- 1) Assess whether the allegations reasonably amount to SEA, and possibly, an offence under national law;
- 2) Review evidence presented and gather further evidence that might support or undermine the allegations;
- 3) Present a summary of the evidence and conclusions.

2. Scope of Work

Key deliverables are:

- Work plan, including detailed methodology of investigation (such as review of relevant documents, site visit(s), interviews with relevant stakeholders)
- Recommended plan of actions for protecting survivors, witnesses, alleged perpetrators and the organization during investigation process

- Investigation report, including
 - 1) Executive Summary
 - 2) Introduction
 - 3) Allegations (i.e. listing all allegations; names of the organization's policies/code of conduct and laws potentially violated)
 - 4) Investigative approach (such as interviews, review of documents)
 - 5) Chronology of events
 - 6) Analysis of evidence
 - 7) Retaliation and protection risks (and steps taken to address them)
 - 8) Analysis of adequacy of organization's response to SEA allegation
 - 9) Conclusions regarding evidence to substantiate or not the allegation(s)
 - 10) Recommendations (including areas of improvement for the organization's response to PSEA)

3. Key Required Skills and Experience

- Experienced, reliable professional investigator with experience in dealing with highly sensitive cases.
- Trained in conducting interviews, including with children and people experienced trauma.
- Demonstrated sensitivity and knowledge to cultural diversity and gender issues, including GBV.

Fluent in relevant languages for interviews with personnel