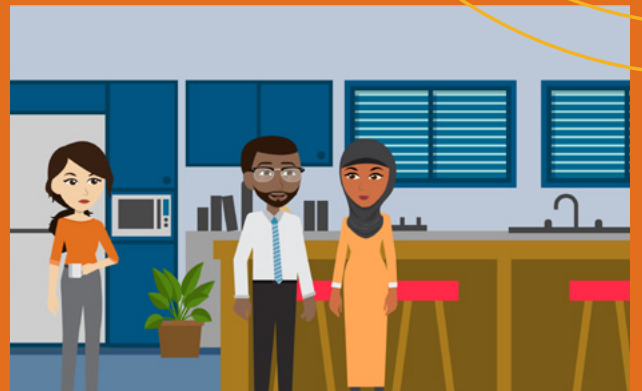


Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) Training Workbook



care[®]

CARE ACADEMY
Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) Program

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Introduction

CARE Prevention of Sexual Harassment Exploitation and Abuse (PSHEA) training workbook

Ensuring that CARE staff and related personnel are aware of the risks of sexual harassment, exploitation and abuse (SHEA) is critical in order to protect our staff and related personnel, program participants and community members from harm.

All staff and related personnel **must** understand their duties and obligations in creating a culture of safety and protection that is aligned with our CARE core values commitment.

PSHEA training is **mandatory for all CARE staff and related personnel**. We have created this workbook for those staff and related personnel that do not have internet access, and they are required to complete this training as a priority.

This workbook covers the same modules as CARE's online PSHEA training and is in a format that can be easily translated into local languages.

CARE country office PSHEA focal points and HR leaders should ensure that staff and related personnel that have not been able to complete the online learning are given access to this workbook. The training can be completed individually or in groups. Once the training has been completed the name of the learner must be logged at the country office level, and a certificate of completion should be issued to the learner. Records of completion must be kept as this is checked every year.

This workbook can also be made available to partners.

If you have questions relating to this workbook please contact your country office PSHEA Focal point.

—CARE USA Safeguarding and PSHEA Team

Module 1: Introduction of PSHEA

Meet Jasmine



Hi, I'm Jasmine and welcome to the course. I will be guiding you throughout this journey. Before we dive into this very serious subject, I'd like to start by sharing one of our first brief, hypothetical stories with you.

Mary's Story

Mary is a program manager at a CARE office. Recently, there have been a few questionable situations that she's encountered. Let's see what happened yesterday.





It is obvious that Mary feels uncomfortable, degraded, and humiliated by her colleague's comments. Engaging in behaviors like this not only affect the person who is the target, but the work environment as a whole.

In this course, we will explore many different scenarios in which CARE program participants and staff are sexually harassed, exploited, and even abused. We will also explore how you can be empowered to help prevent these issues at work.

Introduction

This workbook covers issues on sexual harassment, exploitation, and abuse. This course may be sensitive and challenging if you have experienced these issues or know someone who has. This workbook is intended to empower you to prevent sexual harassment, exploitation, and abuse for our staff, partners, and program participants.

During this course, you may recognize some behaviors that you have experienced or witnessed others experiencing. This course will help you identify those behaviors and learn how to report them to create a safe work environment for you and those around you.



In the News

Unfortunately, sexual harassment, exploitation, and abuse occur in our sector and have attracted global media attention. Read through each of these stories to find out more.

Save the Children Rocked by Sexual Misconduct Scandal

The CEO and the Director of Policy and Advocacy of Save the Children UK were both accused of sexually harassing a number of female colleagues in 2015. In response, both executives later left the organization. Yet one of the executives then went on to take a senior role at UNICEF, an organization in the same sector. Upon investigation in 2018, the Charity Commission expressed concern about whether Save the Children “adequately reported the full extent and nature” of the sexual misconduct claims and allowed this behavior to go without further investigation.

This is a case of covering up serious sexual harassment of staff by an aid organization. Save the Children was affected by many consequences, including an inquiry into their actions and voluntarily withdrawing of applications for new Department for International Development (DFID) funding in 2018.

Read more at: <https://www.devex.com/news/save-the-children-suspends-dfid-bidding-amid-sexual-misconduct-scandal-92634>

Sexual Misconduct at Oxfam Raises More Questions

The sexual misconduct scandal by Oxfam GB has shaken the aid sector in recent years. In 2011, Oxfam created an internal report that showed that it had investigated senior staff, including the then director of Haiti, for alleged sexual exploitation and bullying. There were many allegations, including Oxfam staff paying Haitian women for sex during the humanitarian aid response to the 2010 earthquake in Haiti. According to an Oxfam training manual from 2006, they did not ban staff from using prostitutes because it would “infringe their civil liberties.” Oxfam has since stated that their code of conduct has been updated to prohibit paying for sex.

Although Oxfam was proactive in apologizing and has taken steps to change its policies, many people felt that it was not a quick and comprehensive response. In fact the incident sparked an investigation by the United Kingdom (UK) Charity Commission and the International Development Committee, the parliamentary group who scrutinizes UK aid.

Read more at: <https://www.devex.com/news/exclusive-oxfam-did-not-ban-staff-from-paying-for-sex-until-last-year-93220>

Where the #MeToo Movement needs to go next

Were you aware the #MeToo movement is over a decade old – is it time to think about where it should go next? The social media slogan #MeToo was created by American activist Tarana Burke in 2006 to show solidarity with the victims of sexual assault. In 2017, the slogan went viral, with over 12 million posts on Facebook in a single day, when celebrities in the Hollywood movie industry were accused of sexual misconduct. It has since been shared in over 80 countries around the world.

Though often associated with affluent white women in Hollywood, #MeToo has grown over the years to include many more women's stories from many cultures and areas of the world. However, women's rights activists say that there is more to be done. Ranjana Kumari, director of the Center for Social Research in New Delhi, says the movement "has to come down to the level of a village woman who is working in somebody's farms in the field... to a labor woman who is trying to work in the construction industry or building the road, and being exploited by the contractor." This exploitation can come in the form of being groped by others, verbal abuse, unwanted sexual advances, and more.

INTERESTING FACT: In 1964, the Civil Rights Act made discrimination unlawful in the United States. Over two decades later in 1986, the United States Supreme Court further protected people by recognizing hostile work environment harassment for the first time. In *Meritor Savings Bank v. Vinson*, a woman maintained a sexual relationship with her boss in fear that she would lose her job if she ended the relationship. In this case, the Court stated that if Meritor Savings Bank, the employer, knew of unwanted sexual advances being made by an employee, the employer is responsible to take action.

Do you work in a hostile work environment?

Did you know that inappropriate comments that are overheard can be enough to create a hostile work environment? Consider situations like these:

- A coworker makes a sexually suggestive comment about you to another coworker
- A manager makes a sexist joke to another manager
- A coworker stares and makes crude facial gestures at another coworker

A Needed Conversation

As you have just seen in news stories from around the world, sexual harassment, exploitation, and abuse has become a global topic.

It is easier to deal with this topic when it lives in a distant place, but it can become difficult when it is close to you, whether it is in your community, your workplace, your region, or on your social media.

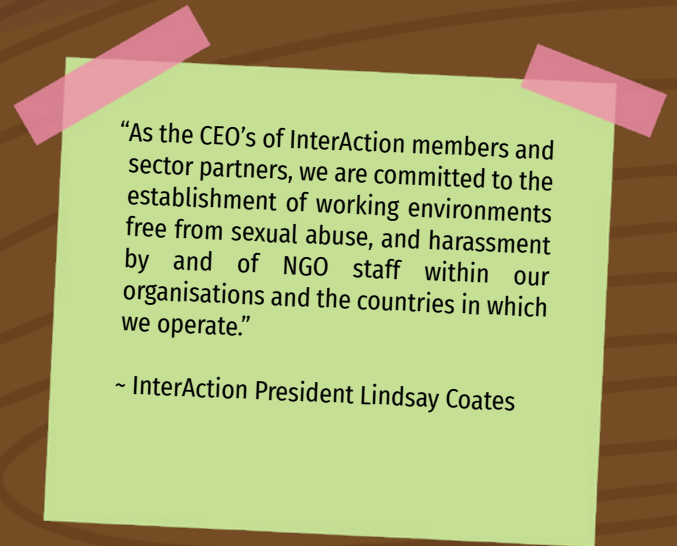
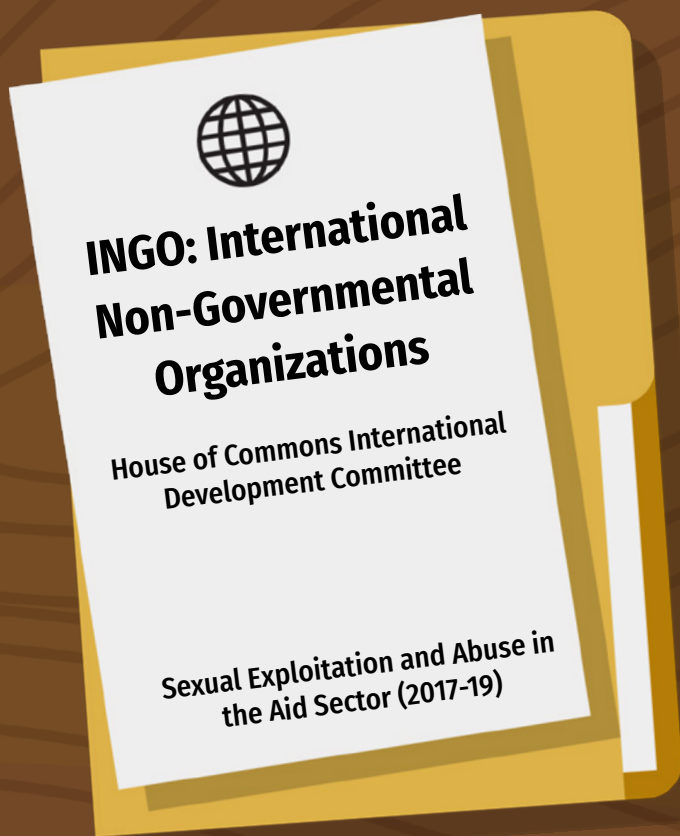
Sexual harassment, exploitation, and abuse can happen anywhere and to anyone. More cases of sexual harassment, exploitation, and abuse are being reported.

LET'S SEE HOW OTHERS HAVE APPROACHED THIS TOPIC.

An International Non-Governmental Organization

This conversation has been prioritized in INGO's recently due to some major cases that came to light in the sector, which prompted an in-depth investigation by the UK government. A major government report, published as a result of the Oxfam scandal that happened in Haiti, found that sexual harassment, exploitation, and abuse are endemic across the international aid sector. It has highlighted an established culture of complacency among leadership in these organizations. The reality of this finding

has ignited a call to action. Over 100 organizations signed the InterAction pledge in 2018 to eliminate sexual abuse within their organizations and areas of operation. When faced with an ugly truth, they were able to meet the challenge with action. This action demonstrates their commitment to strengthening existing, and implementing new, practices and policies to protect both their staff and the people they serve.



A CARE Conversation

This is also a CARE conversation. We are known for our unshakeable commitment to the dignity of people; therefore, we cannot be complacent in our response to this sector-wide issue.

People who work at CARE, or are in communities where CARE is involved, expect and trust that they will be free from sexual harassment, exploitation, and abuse. This is why we must respond to our call for action by putting survivors' needs first.

the vulnerable populations we serve, but CARE is not immune to sexual harassment, exploitation, and abuse. We encourage reporting, and we respond to reports. We must stay vigilant and aware to ensure we protect the people we serve.

This involves all of us, and we all have the power to act. We need to ensure our workplace is safe for staff and related personnel, the communities we serve, and our program participants.

IT STARTS WITH US!

We start by aligning our work with our Mission, Vision, Focus, and Values.

We maintain a commitment to living our core values. We work tirelessly to meet these goals and protect



Sexual Harassment

Exploitation

Abuse



**Safe for staff, the
communities we serve,
and our program
participants**

A Personal Conversation

That leaves you and the contributions you can make. This is a personal conversation too. Do you have a connection to this subject? What does it mean to you when you hear you have the power to act and an obligation to report? Reflect on these prompts and then check the box for answer that best represents your viewpoint.

Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) is important to me.				
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) requires everyone to be involved.				
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a responsibility to report incidents of sexual harassment, exploitation, and abuse that I witness, hear about, or experience.				

Conclusion

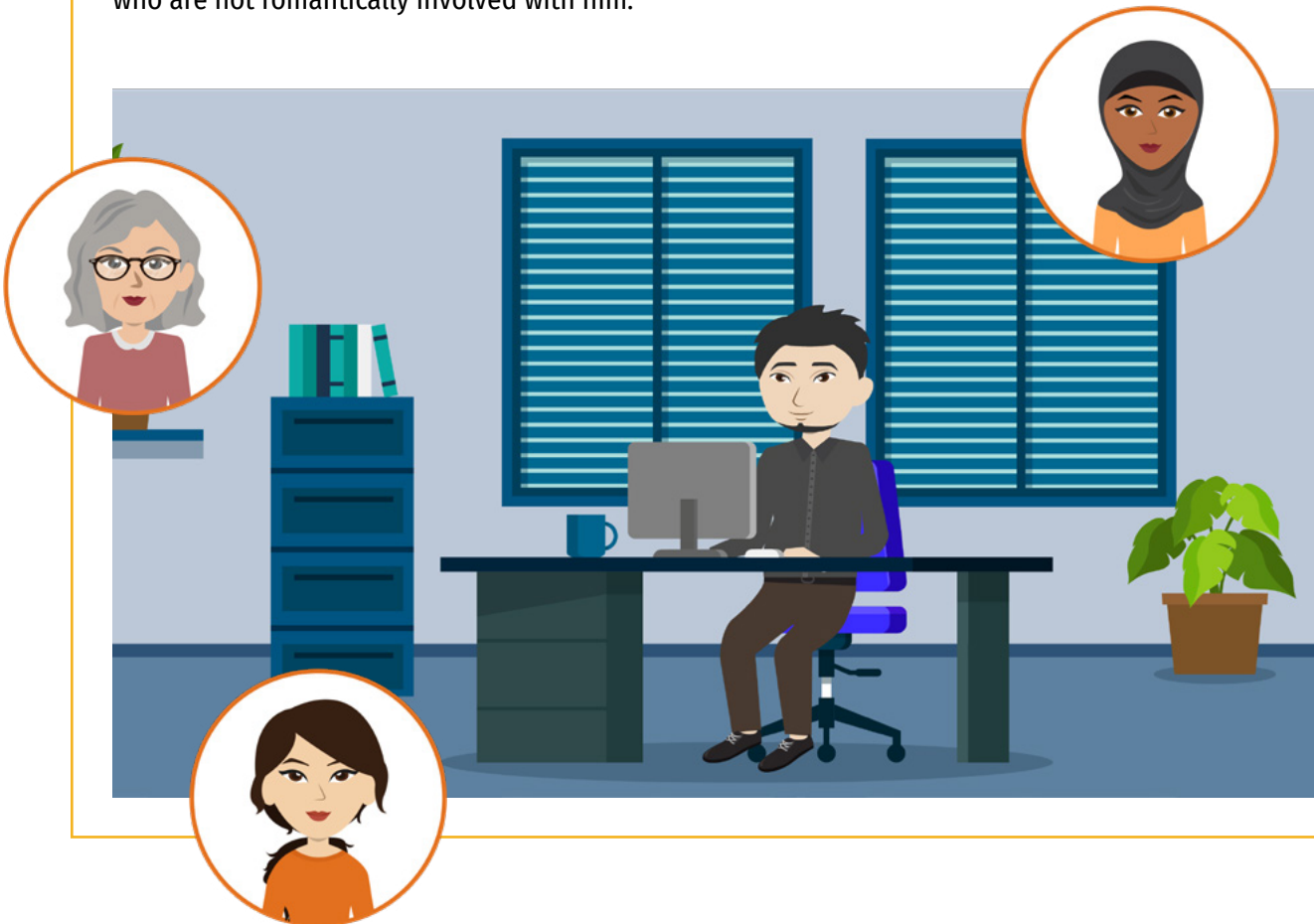
At the beginning of this module, we looked at what happened to Mary. Let's explore another hypothetical scenario. As we explore what we can do to stop sexual harassment, keep this scenario in mind. At the end of the course, we will revisit it from a new perspective.

Trevor's Story

Trevor has been a Country Director for 11 years and is well known for his charm and contributions to the sector. It is somewhat well known, though not openly discussed, that he has had numerous sexual relationships with female staff in his office. Many feel these staff members are treated noticeably better than other women on the team who are not romantically involved with him.

IS THIS AN INSTANCE INVOLVING POTENTIAL SEXUAL MISCONDUCT?

Throughout the rest of this course, you'll explore this topic, when and how to report it, and your role in preventing it.



Module 2: What is PSHEA?

Let's begin with another story.

Ziya's Story

Ziya is sharing what's been happening with their Country Director and program participants recently.



Ziya knows that Kato has been with CARE for the last five years and has become well known for his hard work, commitment to the mission of the organization, and his ability to get things done. Kato is a national of the country and this has given him great respect in the community.



Although not openly discussed, many staff have seen Kato make comments to program participants under the age of 18 about their looks.



Ziya has even seen Kato “accidentally” brush against young female program participants and later stare at their bodies.



Ziya has overheard that some of the program participants feel uncomfortable during the community meetings and are afraid to speak up.



In this module, we're going to explore the language CARE uses when talking about the Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA).

Essential Definitions

Safeguarding & PSHEA

We have a safeguarding responsibility to ensure that our staff, operations, and programs do no harm. This means protecting vulnerable populations of staff, program participants¹ (including children²), and related personnel from risk and exposure to sexual harassment, exploitation, and abuse. **The Prevention of Sexual Harassment, Exploitation, and Abuse or PSHEA** (also known as PSEA) and Child Protection (CP) are forms of safeguarding.

Sexual Harassment

Sexual Harassment is any unwelcome sexual advance, comment, expressed or implied sexual demand, touch, joke, gesture, or any other communication or conduct of a sexual nature, whether verbal, written or visual, by any person to another individual. This includes sexual harassment that is directed at members of the same or opposite sex and includes harassment based on sexual orientation.

Sexual harassment is unacceptable and becomes unlawful when:

- submission to such conduct becomes an implicit or explicit term or condition of employment;
- submission to or rejection of the conduct is used as the basis for any employment decision;
- or the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual Exploitation

Sexual Exploitation is any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes. This includes an exchange of some kind, such as profiting monetarily, socially or politically from the sexual act. This could also be referred to as "quid pro quo." An example is a Program Manager not providing food aid to a program participant unless she or he engages in a sexual act.

¹PROGRAM PARTICIPANT: A Program Participant is someone who receives assistance from CARE's emergency relief or development programming. Program participants are typically considered to be part of a vulnerable population.

²CHILD: CARE defines a child as any person under the age of 18, irrespective of local country definitions of when a "child" becomes an "adult." A child cannot give consent to a sexual act. This definition is based on the age specified in the United Nations Convention on the Rights of the Child (UNCRC) and is widely accepted across the sector.

Sexual Abuse

Sexual abuse is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Child sexual abuse is the involvement of a child in sexual activity that they do not fully comprehend, for which they are not developmentally prepared for and cannot give consent, or that violates the laws or social taboos of society. This includes the coercion of a child to engage in any unlawful sexual activity, the exploitative use of a child in prostitution or other lawful sexual practices or the exploitative use of pornographic performances and materials.

Children can be sexually abused by other children. Other forms of abuse are emotional abuse³, neglect⁴, and physical abuse⁵.

PSHEA Focal Point

A PSHEA Focal Point (FP) is the designated person to help staff report sexual harassment, exploitation, and abuse. The PSHEA FP ensures that reports are properly made, appropriately and sensitively managed and that survivors stay informed. The PSHEA FP does not investigate reports of PSHEA. All report investigations are led by an impartial, trained PSHEA investigator.⁶

The PSHEA FP raises awareness of PSHEA at the CO level. In addition, they support the Country Director (CD) and Safeguarding & PSHEA Team in all aspects of PSHEA. However, the responsibility for managing PSHEA in the Country Office (CO) remains with the CD.

³Emotional Abuse can be difficult to identify because there are no outward signs of abuse. Emotional abuse is usually a verbal expression such as yelling, constant criticism, or using threatening language. Emotional abuse can damage self-esteem and self-worth.

⁴Neglect is difficult to identify. Neglect occurs when a child doesn't have adequate food, housing, clothing, or medical care. Emotional neglect happens when the parent doesn't provide enough emotional support or pays too little attention to a child.

⁵Physical Abuse is the most easily recognizable form of abuse. Physical abuse can be any kind of hitting, shaking, burning, pinching, biting, choking, throwing, beating, and and other actions that cause physical injury, leave marks or pain.

⁶A PSHEA Investigator is a CARE staff member, who has received intensive training on how to sensitively investigate reports of SHEA, while maintaining confidentiality and keeping a survivor-centered focus.

Survivor

A survivor is a person who is, or has been, sexually harassed, exploited or abused (SHEA). The term ‘survivor’ implies strength, resilience and the capacity to survive. You may see the term ‘victim’, to mean the victim of the alleged perpetrator’s actions. However, this is not intended to negate that person’s dignity and agency as an individual.

We are committed to ensuring that our response to sexual harassment, exploitation, and abuse is survivor-centered. Being survivor-centered means that the needs, wants, and wishes of the survivor⁷ guide the process and actions taken in managing the complaint. When we respond to a report⁸ using our survivor-centered approach, the response is non-judgmental and non-directive. Confidentiality⁹ and informed consent is prioritized at each stage of the process.

⁷If the survivor is under the age of 18, it is constituted as child¹⁰ abuse and must be reported to the authorities.

⁸REPORT: A report is something a survivor of SHEA or someone who witnesses SHEA submits to stop SHEA and support a safe environment for everyone.

⁹CONFIDENTIALITY: Confidentiality is something we work to maintain throughout the investigation process. Information is only available to a small number of authorized people.

¹⁰CHILD: CARE defines a child as any person under the age of 18, irrespective of local country definitions of when a “child” becomes an “adult.” A child cannot give consent to a sexual act. This definition is based on the age specified in the United Nations Convention on the Rights of the Child (UNCRC) and is widely accepted across the sector.

Definitions in Context

Now that you understand some terms, let's practice using some of them in language that you'd use at work. Fill in the blanks with the correct words or phrases.

Word Bank:

Safeguarding & PSHEA

Sexual Harassment

Sexual Exploitation

Sexual Abuse

PSHEA Focal Point

Survivor

We have a _____ responsibility to ensure that our staff, operations, and programs do no harm.

_____ is any unwelcome sexual advance, comment, expressed or implied sexual demand, touch, joke, gesture, or any other communication or conduct of a sexual nature.

_____ is any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes.

_____ is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

The _____ ensures that reports are properly made, appropriately and sensitively managed and that survivors stay informed.

We are committed to ensuring that our response to sexual harassment, exploitation, and abuse is _____-centered.

When you know how to use these terms appropriately, you help empower yourself and those around you.

More Essential Definitions

Here is more of the language used to talk about safeguarding. Take your time to review because you will be using these definitions in the next activity.

Grooming

Grooming is a process used most often by people with a sexual interest in children¹¹ to prepare a child for sexual abuse. It is often very carefully planned and it can take place over weeks, months or even years. Grooming is about making the victim think that sex with the offender is normal or that they have no choice. Offenders do this by building a relationship and emotional connection, and often work in careers where they have access to vulnerable populations.

One of the most negative aspects of grooming is the way in which it mimics genuinely positive relationships. This can leave its victims very unsure of who to trust, sometimes assuming that they can trust no one, even people who seem to be nice and to care.

Grooming can happen in-person and online. Grooming can also happen to adults.

Conjugal Rights & Consent

In some countries, the law states that once married, people have a right to have sexual relations with their married partner even when the partner doesn't give consent. This is conjugal right, which is regarded as exercisable in law.

However, CARE believes that consent is always required prior to sexual contact. If consent is not given or cannot be given¹² and sexual contact occurs, the act is sexual assault or rape. These are serious criminal acts.

Consent cannot be assumed. The absence of the word "no" is not consent. Open communication is critical, and if there is doubt, ask.

¹¹CHILD: CARE defines a child as any person under the age of 18, irrespective of local country definitions of when a "child" becomes an "adult." A child cannot give consent to a sexual act. This definition is based on the age specified in the United Nations Convention on the Rights of the Child (UNCRC) and is widely accepted across the sector.

¹²Consent cannot be given by a child.

Images of Child Sexual Abuse

Images of child sexual abuse are any sexually explicit visual depictions or displays of a child. Viewing images of child sexual abuse is not a victimless crime, it is an act of child sexual abuse. If you view these images you are committing a crime. This is strictly prohibited and will be reported to the authorities.

We do not use the term child pornography, as this is a misrepresentation of the circumstances of the image being viewed. Sexually explicit images of children are images of child sex abuse, as a child is not able to consent.

Pornography is prohibited on CARE devices, networks, and at work.

Sex Workers

Sex workers are people who receive money or goods in exchange for sexual services, and who consciously define those activities as income generating even if they do not consider sex work as their occupation.

Some vulnerable populations may be forced to engage in transactional sex (food or shelter in exchange for sex) as a way of surviving and protecting their families. This is known as survival sex. These people are engaging in sex work through desperation, not a choice. Some may be forced into sex work through human trafficking or slavery.

CARE does not tolerate the hiring of sex workers (paying for sex) or any type of transactional sex by staff or related personnel. This rule applies even in countries where sex work is legal. Hiring sex workers or exploiting vulnerable people through transactional “survival sex” is an act of gross misconduct.

Polygamy

Polygamy is the practice or custom of having more than one wife or husband at the same time. We recognize that polygamy is practiced in some of the countries we work in.

Bystander

A bystander is a person who is present when an event takes place but isn't directly involved. Bystanders might be present when sexual harassment, exploitation, or abuse occurs—or they could witness the circumstances that lead up to these offenses.

You may have heard the term “bystander intervention” to describe a situation where someone who isn't directly involved steps in to change the outcome. Stepping in may give the person you're concerned about a chance to get to a safe place or leave the situation.

We are committed to ensuring that our response to sexual harassment, exploitation, and abuse is survivor-centered.

Being survivor-centered means that the needs, wants, and wishes of the survivor* guide the process and actions taken in managing the complaint. When we respond to a report using our survivor-centered approach, the response is non-judgmental and non-directive. Confidentiality and informed consent is prioritized at each stage of the process.



* A survivor is a person who is, or has been, sexually harassed, exploited or abused (SHEA). The term 'survivor' implies strength, resilience and the capacity to survive. You may see the term 'victim', to mean the victim of the alleged perpetrator's actions. However, this is not intended to negate that person's dignity and agency as an individual.

Definitions in Context

Now that you understand some terms, let's practice using some of them in language that you'd use at work. Fill in the blanks with the correct words or phrases.

Word Bank:

Grooming

Conjugal Rights

Consent

Images of Child

Sexual Abuse

Sex Workers

Polygamy

Bystander

_____ is the practice or custom of having more than one wife or husband at the same time. We recognize that this is practiced in some of the countries we work in.

CARE does not tolerate the hiring of _____ (paying for sex) or any type of transactional sex by staff or related personnel.

Viewing _____ is an act of child sexual abuse and will be reported to the authorities.

A _____ is a person who is present when an event takes place but isn't directly involved.

If _____ is not given, then the act may be sexual assault or rape.

_____ is a process used by people with a sexual interest in children to prepare a child for sexual abuse. It can also happen to adults.

When you know how to use these terms appropriately, you help empower yourself and those around you.

Remembering Ziya – Review

Reflecting back on the story you heard earlier, what did Ziya witness Kato doing?



Sexual harassment of a program participant

Sexual exploitation

Grooming

Polygamy

Circle your choice and then flip to the next page to see the answer.

Remembering Ziya – Explanation

Reflecting back on the story you heard earlier, what did Ziya witness Kato doing?



Sexual harassment of a program participant

Sexual Harassment is any unwelcome sexual advance, comment, expressed or implied sexual demand, touch, joke, gesture, or any other communication or conduct of a sexual nature, whether verbal, written or visual, by any person to another individual. Kato's repeated behaviors of staring and unwelcome touching are forms of sexual harassment. Because of his position of power, this could eventually cross into sexual exploitation.

We'll explore the fine line between sexual harassment and exploitation in the next module.

Sexual exploitation

There are power dynamics at play here, and Kato's behavior could eventually turn into sexual exploitation. However, sexual exploitation involves an exchange. Kato is not withholding or providing anything from the girls if they do not comply with sexual requests.

Grooming

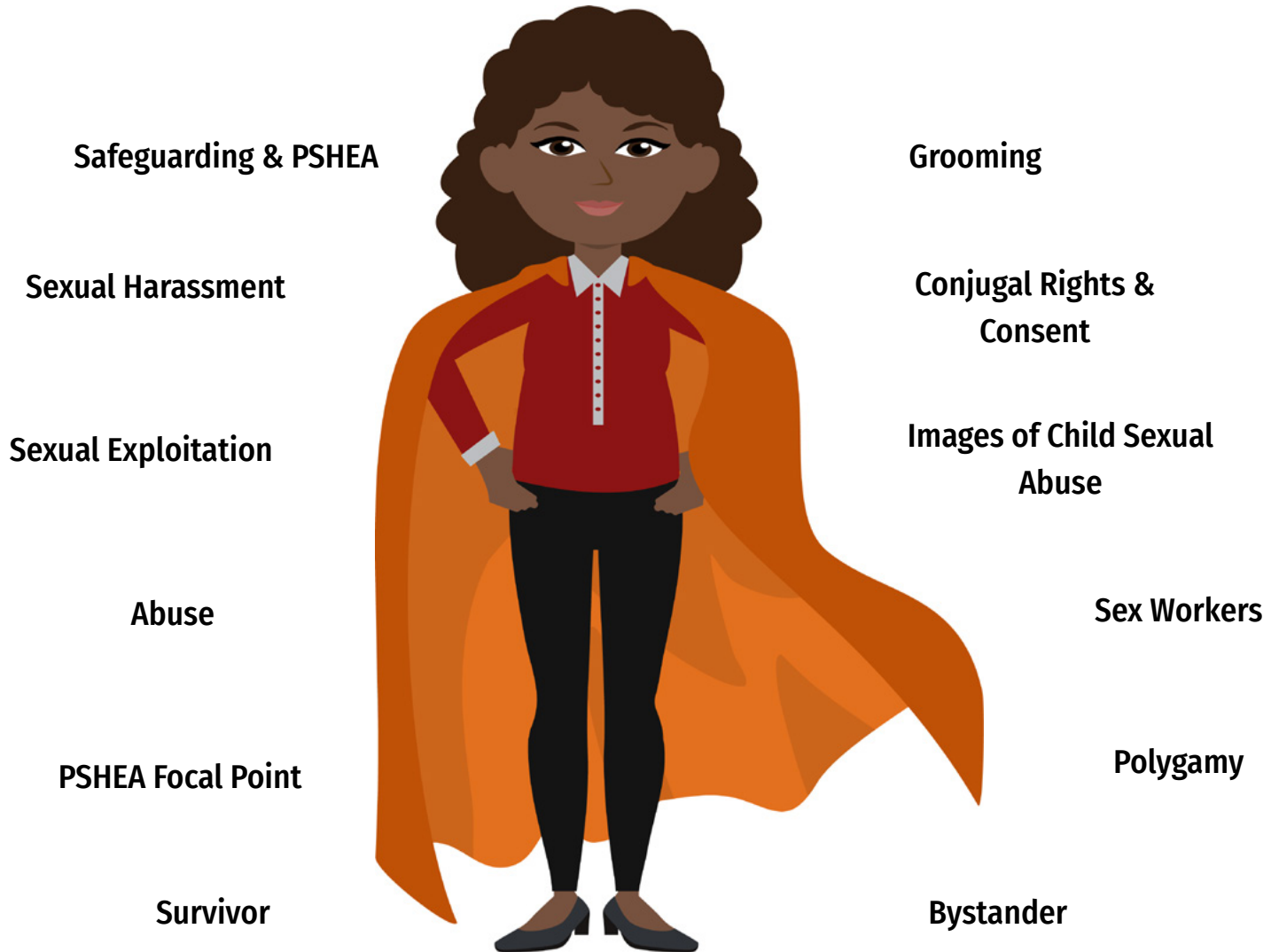
Although Kato's repeated behaviors are targeted at children, he is not grooming them. Grooming is the process of building a relationship and emotional connection, where the victim thinks that the sexual abuse is normal or they feel like they have no choice. The program participants are very clear that their interactions with Kato are uncomfortable and odd.

Polygamy

Kato's repeated behaviors of staring and unwelcome touching are not polygamy. Polygamy is the practice or custom of having more than one wife or husband at the same time.

Conclusion

You now have a better understanding of the terms used when describing sexual misconduct. Knowledge is power and the better you understand these concepts, the more empowered you are to keep yourself and those around you safe from sexual harassment, exploitation, and abuse.



Module 3: A Continuum of Behaviors

A Continuum of Behaviors

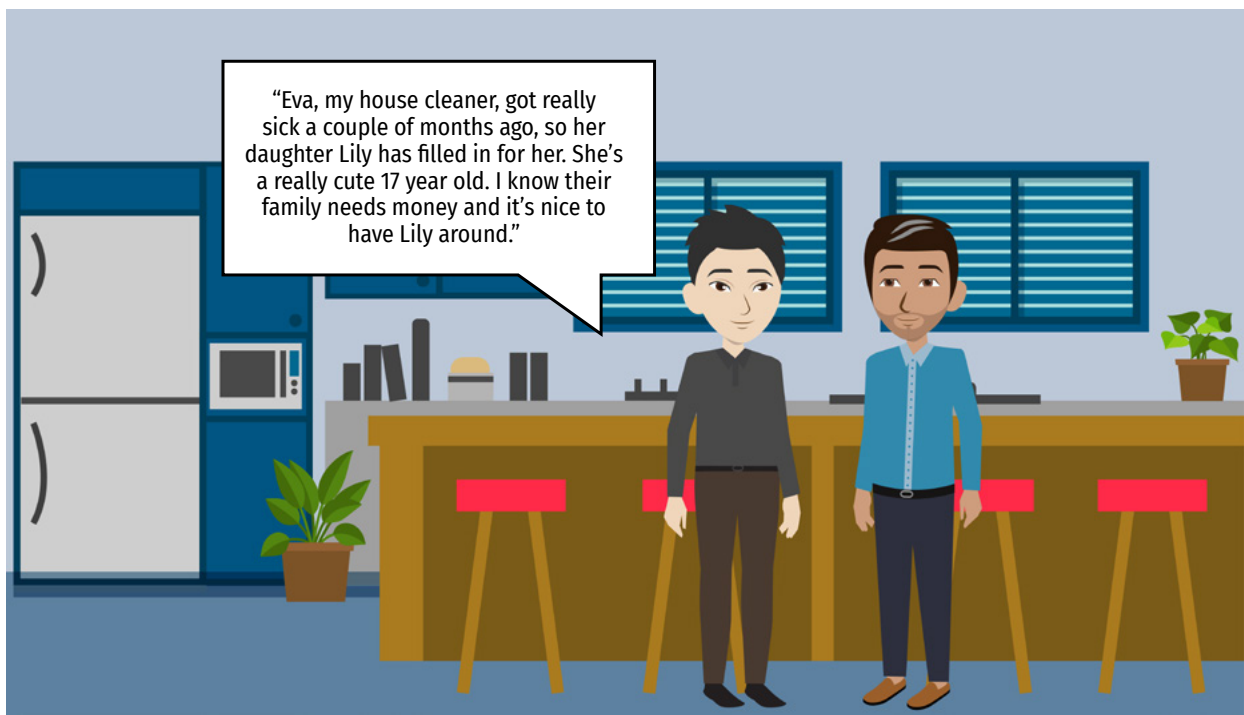


Let's begin with another story.

Haruo, a CARE senior employee, shares what's been happening with Eva, a domestic worker who cleans his house. Eva was previously a CARE program participant.

Lily's Story

Eva has worked for Haruo for three years and Haruo has become friendly with her and her family. But then, something happened to Eva.





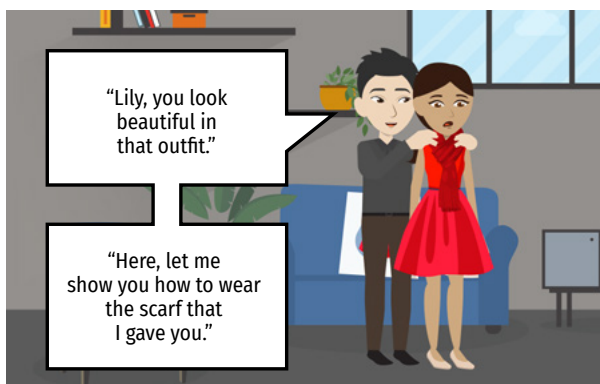
After Lily worked for Haruo for a few days, he started leaving her small gifts.



Soon, Haruo started to buy her bigger gifts like jewelry and clothing.



Later, when Lily was wearing what he'd given her, he asked her a question.

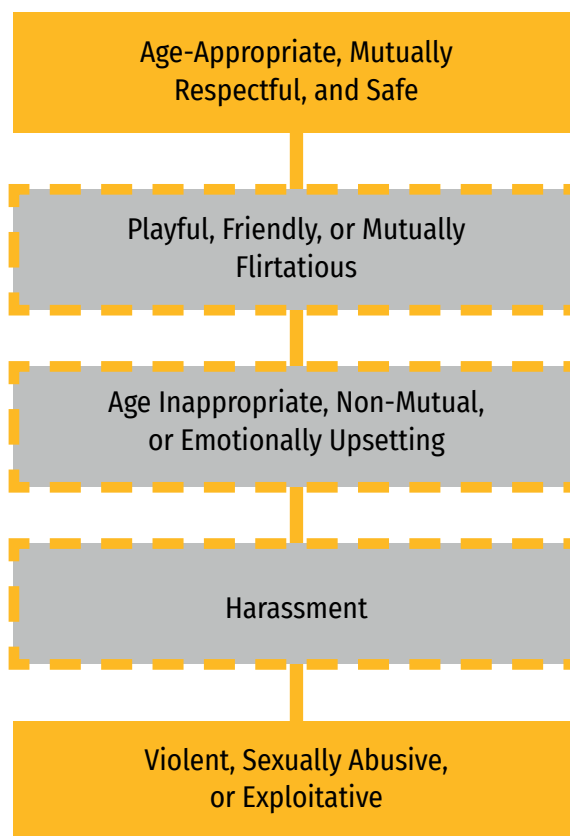


In this module, we will explore several scenarios and questions like these regarding sexual harassment, exploitation, and abuse.

As is often the case, you may find it difficult to categorize Haruo’s behavior. It wasn’t appropriate, but it wasn’t violent either.

All of our personal interactions exist on a continuum, or range of behaviors that can be split into categories. It’s important to note that these categories are not totally separate and distinct. That’s because situations often can be tricky, open for interpretation, and include a lot of gray areas. However, when first learning about the continuum, categories make it easier to understand.

On one end of the continuum, there is age-appropriate, mutually respectful, and safe behavior. An example is consensual dating between two adults.



On the other end of the continuum is behavior that is violent, sexually abusive, or exploitative. Examples include sexual exploitation and rape. Most often, sexual harassment, exploitation and abuse reports made to organizations are somewhere in between.

A “gray area” is a situation that may be difficult to judge or open to interpretation.

Examples of the gray areas of the continuum include:

Playful, Friendly, or Mutually Flirtatious:
Platonic (nonsexual), friendly flirtations between two consenting adults

Age Inappropriate, Non-Mutual, or Emotionally Upsetting:
Making sexually derogatory remarks

Harassment:
Groping or touching others inappropriately



Where do you think Haruo's behavior falls within this continuum of behavior?

Playful, Friendly, or Mutually Flirtatious:
Platonic (nonsexual), friendly flirtations between two consenting adults

Age Inappropriate, Non-Mutual, or Emotionally Upsetting:
Making sexually derogatory remarks

Harassment:
Groping or touching others inappropriately

Harou's behavior is Age Inappropriate

Harou is an adult and Lily is a child (under the age of 18). It was also Non-Mutual, as Lily did not encourage any of Harou's behaviors. Lastly, it was Emotionally Upsetting for Lily as she felt uncomfortable accepting the gifts. What Harou is doing is **Age Inappropriate, Non-Mutual, and Emotionally Upsetting** to Lily. It is also a form of grooming.

More Scenarios



Imani and Santiago

Imani and Santiago are recent college graduates in their 20s. They have just begun working as field representatives for the same International Non-Governmental Organization (INGO). During their time together at work, they have become attracted to each other. Santiago decides to ask Imani out for dinner. Imani says yes. They go out and have a great time at dinner. They decide that they would like to spend more time together. Although it is not a serious relationship yet, they decide to let the Country Office (CO) HR Manager know that they are dating. They want this to stay confidential, but they recognize that their relationship could create a conflict of interest.

Where does this scenario fall on the continuum of behaviors?

Age-Appropriate, Mutually Respectful, and Safe

Playful, Friendly, or Mutually Flirtatious

Age Inappropriate, Non-Mutual, or Emotionally Upsetting

Harassment

Violent, Sexually Abusive, or Exploitative



Amir and Andrea

Amir is a senior national staff member on a program team responding to the drought crisis. The team has just requested additional staff, in order to scale up the response. When Amir first met Andrea, their new distribution worker, felt that they quickly became good friends and had a lot in common. Amir asked her on a date. Andrea politely declined and went back to her work. Amir thought that she must just be concerned about dating a co-worker and that she needed some convincing to know it was okay. He repeatedly attempted to persuade her and ask her out. Andrea felt so uncomfortable by these interactions, that she started avoiding working with Amir all together.

Where does this scenario fall on the continuum of behaviors?

Age-Appropriate, Mutually Respectful, and Safe

Playful, Friendly, or Mutually Flirtatious

Age Inappropriate, Non-Mutual, or Emotionally Upsetting

Harassment

Violent, Sexually Abusive, or Exploitative



Daniel and Lourdes

Daniel and Lourdes are program interns from the same school and have recently started to work for CARE. They have known each other for a while. They like to share laughs, appropriate jokes, and sometimes make fun of each other and flirt. However, their relationship is purely platonic (non-sexual) and they are mindful of remaining professional with their co-workers.

Where does this scenario fall on the continuum of behaviors?

Age-Appropriate, Mutually Respectful, and Safe

Playful, Friendly, or Mutually Flirtatious

Age Inappropriate, Non-Mutual, or Emotionally Upsetting

Harassment

Violent, Sexually Abusive, or Exploitative



Victor and Isabella

Victor is an Emergencies Program Manager. He is responsible for food distribution. Isabella, a program participant, and her 12 year-old daughter spoke to Victor at their food distribution site. She shared with him that they are also in need of other health services, like counseling. Victor said that he could help them receive these services, if Isabella would allow him to have sex with her daughter.

Where does this scenario fall on the continuum of behaviors?

Age-Appropriate, Mutually Respectful, and Safe

Playful, Friendly, or Mutually Flirtatious

Age Inappropriate, Non-Mutual, or Emotionally Upsetting

Harassment

Violent, Sexually Abusive, or Exploitative

Continuum of Behaviors – Answers

Imani and Santiago

Age-Appropriate,
Mutually Respectful, and Safe

Imani and Santiago are engaged in age-appropriate, mutually respectful, and safe behavior. They are both over 18. They are mindful of the possible conflict of interest their relationship could create. They have reported this to ensure that they are transparent and any changes to working practices can be considered by HR.

Amir and Andrea

Harassment

Amir is sexually harassing Andrea. When he continued to try to persuade her, it not only made her feel uncomfortable, it negatively affected her work performance.

Daniel and Lourdes

Playful, Friendly, or
Mutually Flirtatious

Daniel and Lourdes are demonstrating playful and friendly behavior. They are both flirting with each other in a way that does not violate policy and is respectful and comfortable for both of them.

Victor and Isabella

Violent, Sexually Abusive,
or Exploitative

Victor is sexually exploiting Isabella and her daughter. By suggesting that any additional or basic support is dependent on any sexual acts (whether by her or her daughter) is blatantly exploitative, against CARE policy, and unlawful.

Classifying Gray Behaviors

Now that you've explored five types of behaviors along the continuum including Lily's story, let's explore some examples that don't fit easily into one of the categories.

This is what we call “gray areas,” which is when the rules are not clear or you're not sure what is right or wrong. These can be difficult to classify.

When a situation is seen as a gray area, it is when small details can make a big difference on where particular behaviors fall on the continuum.



For example,

if Daniel's and Lourdes's flirting behavior was excessive and made some of their colleagues in the office feel uncomfortable, that could change the category from mutually flirtatious to potentially creating a hostile work environment for their co-workers.

In other cases, significant details may change, but the underlying behavior on the continuum remains the same.



For example,

if Victor offered Isabella more food and ongoing support if he has sex with her, instead of her 12-year-old daughter, his behavior would still be blatantly exploitative, against CARE policy, and unlawful.

Classifying Gray Areas

Here are two more examples of gray areas. Read each scenario and then learn about the gray area.



At a community event, you see a senior staff member and a program participant together sharing a joke and possibly flirting. Your instinct is that there is something sexual going on between them, but you don't know what it is and don't have any proof.

Gray Area:

This could be an innocent exchange between them. Although you have no evidence that anything inappropriate is happening, your gut reaction is telling you something different. This is why this is a gray area. You should report your suspicion so that the facts can be established and we can ensure that no harm is being done to the program participant.



In the camp you see a Program Officer that seems to be spending time with the same children each day. He plays with them and has developed a close relationship with some of them.

Gray Area:

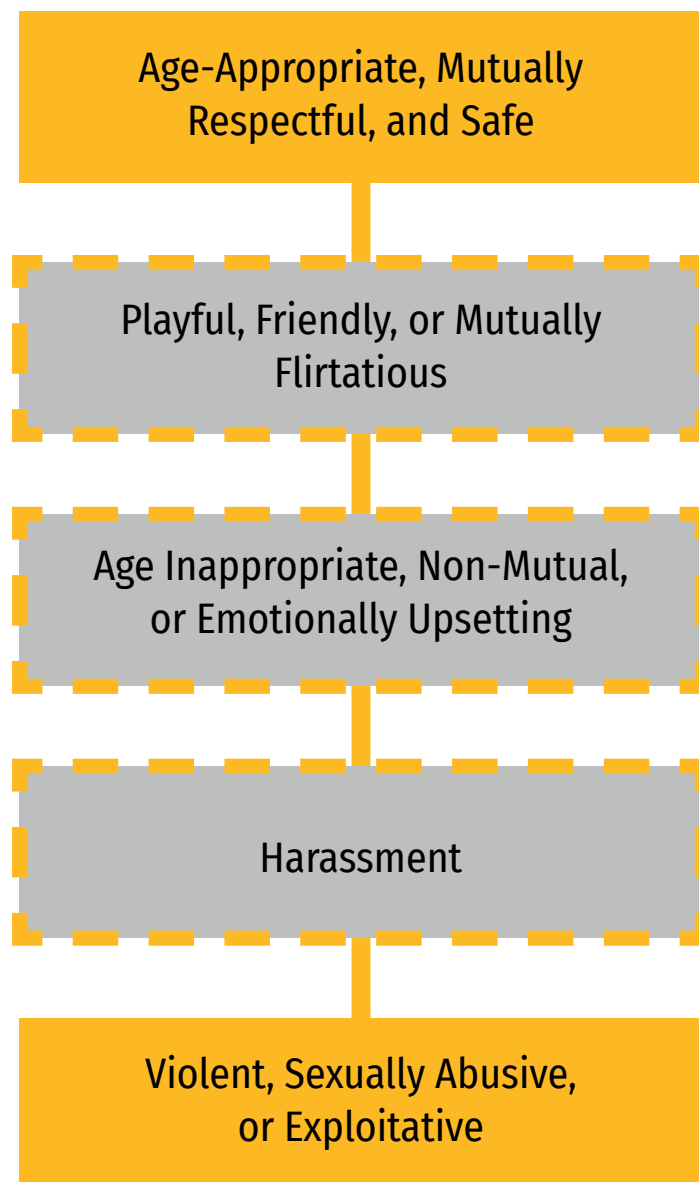
You have not seen any overt inappropriate behavior from him around the children. However, you are questioning yourself about what his interest is in the children. His behavior could be innocent, or it could be grooming. This is why this is a gray area. You should report your suspicion so that the facts can be established and we can ensure that no harm is being done to the children.

Conclusion

In this module, you have explored how all personal interactions and behaviors exist on a continuum. Now you understand how an age-appropriate, mutually respectful, and safe interaction can escalate to a violent, sexually abusive, or exploitative interaction.

Knowing this, it should be easier to recognize when an interaction is a problem or has the potential to become one. It also helps you to think about where your interactions might fall on the continuum.

In the next module, you'll learn more about your duty to report.

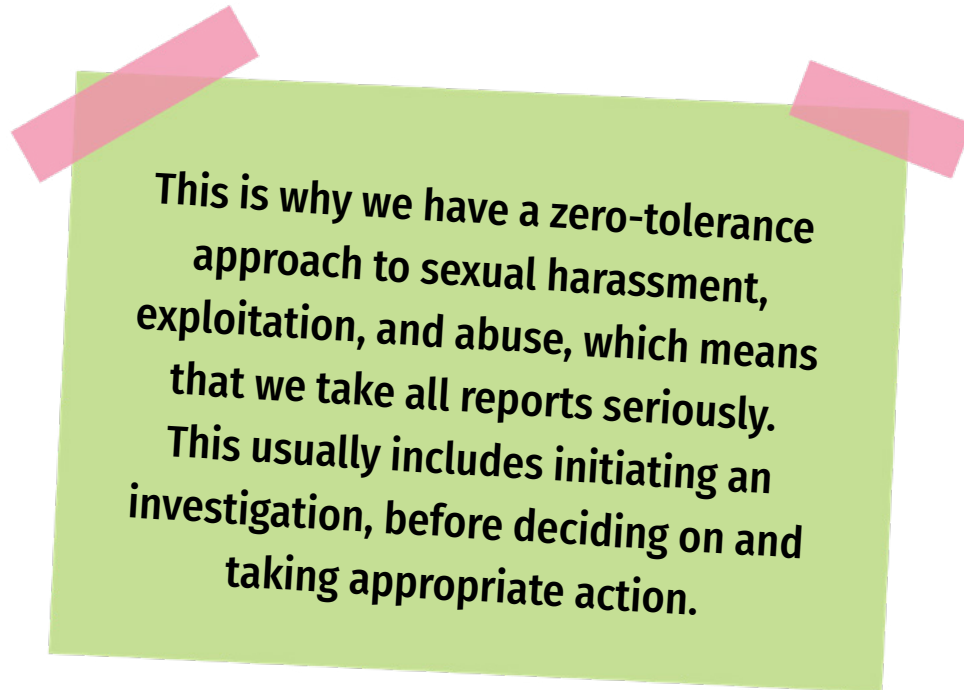


Module 4: When to Report

Introduction

Now that you understand the language used to talk about sexual harassment, exploitation, and abuse, let's explore when and how to report it.

Thinking back to the continuum of behaviors, if unhealthy behaviors like offensive comments or jokes are condoned, they can escalate into more serious acts of unhealthy or unacceptable behaviors. The more that unhealthy or unacceptable behaviors occur, and remain unchallenged the more people are at risk of experiencing sexual harassment, exploitation, and abuse.



If You See Something, Say Something

If you see something, say something. This means that if you witness/see, hear about, or suspect something that could be sexual harassment, exploitation, or abuse, report it.

The sooner you report what you suspect, the sooner it will be addressed and appropriate action will be taken to protect or prevent our staff and the people we serve from experiencing any harm.

When you report, you don't need to have all of the details. If you witnessed an uncomfortable interaction between two people in the kitchen, report it. If you heard a rumor about a senior leader meeting with a program participant at an unusual time, report it. It is okay to rely on your "gut" or "instincts."

It is not important for you to have all the facts, but it is important that you report your suspicions.

Lourdes and Daniel

Remember the scenario with Lourdes and Daniel from the previous module?

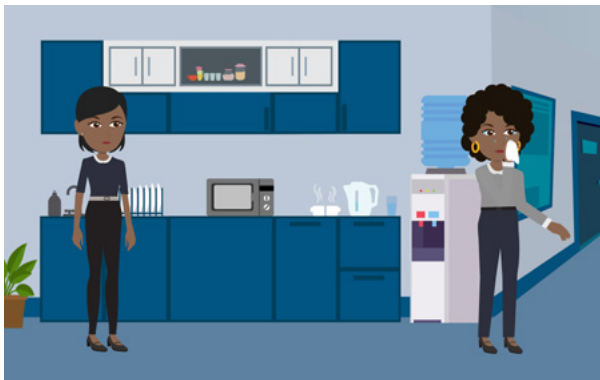
Their flirting behavior was becoming excessive, and starting to make their colleagues uncomfortable. However, Lourdes and Daniel thought their behavior was appropriate and harmless. Their colleagues were hesitant to report because they didn't know if they were "violating" any CARE policies. However because they were feeling uncomfortable, they should have reported it.

This is what we call a "gray area," which is when the rules are not clear or you're not sure what is right or wrong. In these situations, your "gut" or "instincts" are telling you that something isn't right. You usually feel uncomfortable. In these situations, you should listen to your gut and make a report.

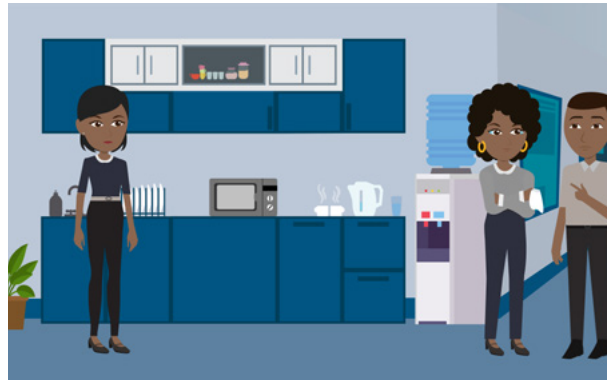


Nancy, Santiago, and Imani

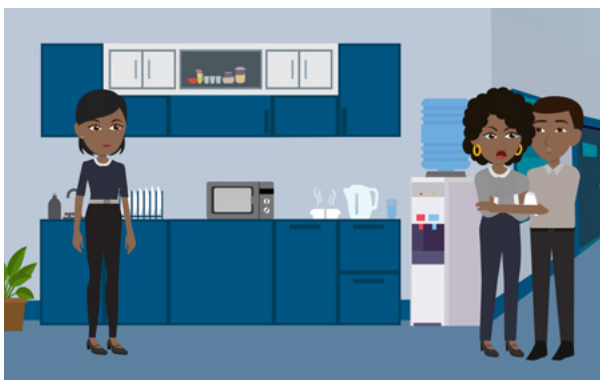
Let's explore another hypothetical scenario involving Imani and Santiago from the previous module, as well as Nancy, a CARE staff who sees something that she suspects is sexual harassment, exploitation, or abuse.



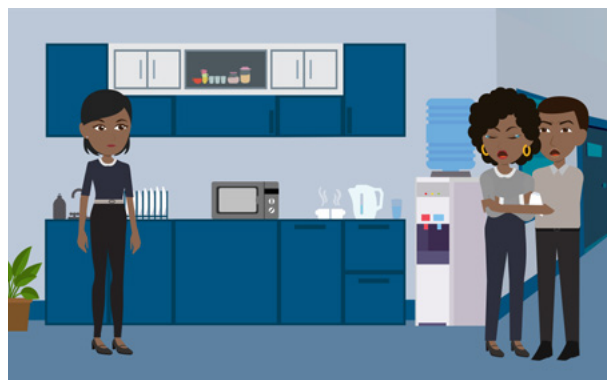
Nancy is in the staff kitchen when she notices Imani wiping her eyes with a tissue. She looks like she has been crying.



Nancy then sees Santiago walk up to Imani and they begin an intense conversation. They have always seemed to have a good relationship, so Nancy is surprised to see Imani become more and more upset. Their voices are low, and Nancy cannot hear what they are talking about.



Santiago then puts his hands softly on Imani's upper arms, and continues to talk to her. He moves his head forward and looks like he is going to kiss her.



Imani moves her head away. He then starts to squeeze her arms and is clearly hurting her. Santiago looks angry.

Nancy, Santiago, and Imani



Imani shrugs his hands off her and pulls herself away from him. She turns and walks away very quickly, toward the kitchen.



Nancy sees that Imani is visibly upset and asks if she is okay. Imani says she is fine and that she doesn't want to talk. Nancy tells Imani that if she changes her mind she is here to talk. She also reminds her that the PSHEA Focal Point is also available to talk if she would feel more comfortable with her.



Imani looks alarmed and says no firmly. She gets a glass of water and quickly leaves the kitchen. Nancy is concerned about Imani. She was clearly emotional and closed off about the situation and her interaction with Santiago was uncomfortable and suspicious. She knows that she is required to report incidents or suspicions of sexual harassment, exploitation, and abuse, but she is concerned about the consequences of reporting this incident.



Nancy is left alone in the kitchen. She's concerned about the well-being of Imani but is unsure about a lot of things. Nancy knows that she needs to report any suspicions of sexual harassment, exploitation, and abuse, especially since they are both CARE staff. She remembers that doing so is in the CARE policy that she reviewed and signed.

However, that policy doesn't address her concerns and fears about this situation.

What is Nancy Thinking?

Nancy has more questions than she has answers. Read to explore what's going on in her mind.

I have to report this

CARE International Safeguarding Policy on PSHEA: 5.1 All CARE Employees and Related Personnel

All CARE Employees and Related Personnel share an obligation to prevent, report and respond to sexual harassment, exploitation and abuse and child abuse. It is the responsibility of all CARE Employees and Related Personnel to uphold CARE's Safeguarding Policy and Safeguarding Code of Conduct. All CARE Employees and Related Personnel must read this policy and either sign the Safeguarding Code of Conduct or sign a Code of Conduct that is consistent with or references this policy and Safeguarding Code of Conduct.

What will happen to Imani?

- Will Imani be in danger from Santiago?
- He squeezed her arms and he looked very angry – what else is he capable of doing?
- What if Imani is married – what will her husband and the community say or do?
- I don't want anyone to get into trouble.
- Could making a complaint make the situation worse for Imani?



What will happen to me if I report?

- Am I putting myself in danger?
- What if Imani and Santiago find out that I made the report? There was no one else around, and Imani knew I saw what happened.
- What if no one believes me?
- What if I misread the situation?

What if I don't do anything?

- Will Santiago harm other women?
- Am I putting other people, other women and girls, at risk?
- Is Santiago already doing this to more women?

What Happens When You Report

Even though Nancy doesn't have all of the facts about Imani and Santiago, she knows she needs to report it. She knows if she reports it a trained PSHEA investigator will discover the facts. Click to explore the difference between reporting versus investigating.



Reporting

A report is when an individual reports a concern regarding sexual harassment, exploitation, or abuse. This can be something you witness, hear about, or suspect. You do not need to know the details to make a report. All reports are taken seriously due to our zero-tolerance policy. Zero-tolerance means that we acknowledge and take appropriate action for all reports. Reporting is the responsibility of everyone. If you see something, say something.



Investigating

An investigation is the process used to determine whether or not the reported incident is likely to be factual or true. The results of the investigation will determine whether or not CARE policy was violated. Investigations are conducted by trained PSHEA investigators who follow a strict, but sensitive process to identify the truth. Investigations are respectful to the person who made the report, the survivor(s), the subject of the complaint, and the witness(es).

All efforts to run a discreet and confidential investigation are made. This includes the confidentiality of the subject of the complaint.

Where to Report

Nancy decides to make a report. She goes online to the CARELine at care.ethicspoint.com to report. She only knows what she saw in the kitchen, so she only answers the questions she knows the answers to.

The screenshot shows the CARE ethics reporting website. At the top, there is a navigation bar with the CARE logo and links for HOME, CODE OF CONDUCT, and FAQs. Language options are listed in the top right: العربية, English, Español, Français, and Português. A notice states: "ATTENTION! This webpage is hosted on EthicsPoint's secure servers and is not part of the CARE website or intranet." The main content area is titled "Our Commitment" and contains several paragraphs of text. To the right of the text are three large buttons: "REPORT A CONCERN ONLINE" (purple), "REPORT A CONCERN BY PHONE" (orange), and "FOLLOW-UP ON A REPORT" (green). At the bottom, a disclaimer states: "EthicsPoint is NOT a 911 or Emergency Service: Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response. If you require emergency assistance, please contact your local authorities." The footer contains the copyright notice: "Copyright © 2000-2021 NAVEX Global, Inc. All Rights Reserved."

care HOME CODE OF CONDUCT FAQs العربية | English | Español | Français | Português

ATTENTION! This webpage is hosted on EthicsPoint's secure servers and is not part of the CARE website or intranet.

Our Commitment

CARE is committed to preventing, detecting and correcting fraud, misappropriations, discrimination, sexual harassment, exploitation and abuse, support of terrorism, and other wrongful conduct.

We want to know if you suspect, or have observed or experienced, wrongful conduct. The earlier we find out that something is going wrong in our organisation the sooner we can do something about it. We encourage you to share any concern that you may have.

Any CARE employee or volunteer, partner, vendor, programme participant, or other outside party, may use this service to report wrongful conduct.

All reports of wrongful conduct will be taken seriously, and an investigation will be conducted.

Reports may be submitted anonymously, and will be kept confidential to the greatest extent possible consistent with the need to conduct an adequate investigation.

We will treat disclosures of wrongful conduct seriously and protect those who raise concerns in good faith. No employee will suffer harassment or retaliation.

On this site you may report a concern online or by phone. You may also follow up on a report.

REPORT A CONCERN ONLINE

REPORT A CONCERN BY PHONE

FOLLOW-UP ON A REPORT

EthicsPoint is NOT a 911 or Emergency Service:
Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response. If you require emergency assistance, please contact your local authorities.

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The Investigation Process

Nancy did the right thing by reporting. She feels confident in her decision and knows that her report will protect Imani. Review each step to explore what is going to happen with Nancy's report.

Complainant

A person who experiences (an alleged survivor) sexual harassment, exploitation, or abuse **OR** A person who witnesses, hears about, or suspects an incident of sexual harassment, exploitation, or abuse.

Report Made

The complainant visits the CARELine (care.ethicspoint.com) and either calls or completes an online form to make a report.

Allegation

The report the complainant made becomes an allegation, which is an assertion of facts.

Investigation

An investigation is the process used to determine whether or not the reported incident is factual or true. The results of the investigation will determine whether or not CARE policy was violated. Investigations are conducted by trained PSHEA investigators who follow a strict, but sensitive process to identify the truth.

Investigations are respectful to the person who made the report, the survivor(s), the subject of the complaint, and the witness(es).

All efforts to run a discreet and confidential investigation are made. This includes the confidentiality of the accused.

Appropriate Action

“Appropriate Action” is the management action taken based on the results of the investigation.

After the Report

A PSHEA Investigator responded to Nancy's report and began to gather more facts about the situation and initiated a sensitive investigation. The investigation revealed that Imani was in fact experiencing a form of sexual harassment, exploitation, and abuse from Santiago. Santiago was dismissed from his work due to his behavior, which prevented him from being able to sexually harass, exploit, and abuse others.

Because Nancy reported the incident she saw, she was able to help Imani and protect others. Imani received support from her PSHEA focal point, who was able to provide her with external resources and services. Imani decided to get help from our psychosocial support service.





Conclusion

You now know when and how to report sexual harassment, exploitation, and abuse. You also have a better understanding of what happens when and after you make a report.

The scenario you saw today, showed you what sexual harassment, exploitation, and abuse might look or feel like to a bystander. Remember that you don't need to have all the details when you make a report. If you witnessed an uncomfortable interaction or you heard a rumor, report it. It is okay to rely on your "gut" or "instincts." If you see something, say something.

Module 5: Your Role in PSHEA



Let's begin with another story. It's near the end of the day in the field on an education project. Daisy, a fellow CARE staff member, notices that Victor, a monitoring and evaluation staff member, has been spending a lot of time with a group of teenage girls. Daisy also noticed that Sophia, one of the teenage girls, has been wearing new clothes recently.

What's Victor really doing?



Victor walks up to the group of teenage girls and starts talking. He immediately gives Sophia a compliment. Daisy can tell that this makes Sophia and Danika uncomfortable. Daisy also feels uncomfortable with his behavior.



Victor asks Sophia and Danika if they would like to stay and hang out after everyone leaves. Sophia and Danika agree. Daisy finds it odd that he didn't invite anyone else.



A few days after they stayed late, Daisy sees Victor holding Sophia's hand and overhears Victor offering to help her study in private. Daisy feels like this is wrong.



The next day Victor asks Sophia to stay and help him organize books after everyone else leaves. Sophia agrees to stay. Daisy knows something is wrong because she already organized the books and he didn't invite Danika to stay and help. Daisy is worried about Sophia.



In this module, we will explore more scenarios like this and look at the role you play in the Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA).

The Reality



The reality is that situations like the one with Victor happen. Sexual harassment, exploitation, and abuse happen everywhere and we cannot be complacent. We need people like Daisy to understand their role in preventing sexual harassment, exploitation, and abuse and know when to report it.



People at CARE

We are known everywhere for our unshakable commitment to the dignity of people. People who work at CARE, or are in communities where CARE is involved, expect and trust that they will be free from harm.

The Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) involves all of us. We need to ensure that our office, communities, and people we serve are safe. We all have the power to act and report sexual harassment, exploitation, and abuse.



Power Imbalances

As an organization with a mission to achieve social justice, we know the reality of the power imbalances that exist, which is why we cannot put the responsibility to report harmful or inappropriate behavior solely on the survivor. We all must stay vigilant and aware to ensure that we are all contributing to the **Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA)** on a daily basis.

In addition to being observant of other people's behavior, we must gain awareness of our own behaviors and the impact it has on those around us, especially when power imbalances exist. Thinking back to the continuum introduced in a previous module, we know that all of our behaviors exist on this continuum. We also know that friendly behaviors can quickly become unhealthy. For example, think about Victor, Sophia, and Daisy. Victor has a lot of power in that situation, which is why his "friendly" behaviors are seen as unhealthy.

Not only is it important for you to report sexual harassment, exploitation, and abuse, it is also important for you to make sure that your behavior is not contributing to a culture that allows for sexual harassment, exploitation, and abuse to occur.

It Starts With You!

Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) is an organizational commitment but is the responsibility of everyone. It starts with you!

If you see, hear about, or suspect this behavior, you are required to report it as soon as possible. The sooner you report what you suspect, the sooner it will be addressed and appropriate action will be taken to protect and support our staff and the people we serve.

Remember that when you report, you don't need to have all of the details. If you witnessed an uncomfortable interaction between two people, report it. If you heard a rumor about a senior leader meeting with a program participant at an unusual time, report it. It is okay to rely on your "gut" or "instincts." It is not important for you to have all the facts, but it is important that you report your suspicions. "If you see something, say something."



Personal Responsibility

When you work for CARE, you accept personal responsibility for upholding our values, complying with our policies, and sharing our accountability to strengthen our commitment to PSHEA. Make sure your behavior is not contributing to a culture that allows for sexual harassment, exploitation, and abuse to occur.

Remember that the question is not about whether you find your behavior appropriate, but whether anyone else might find it inappropriate. Not everyone shares your opinion of what you find appropriate. In addition, you also need to be positively contributing to a safe and supportive culture, by calling out inappropriate behaviors that negatively affect it.

What Could Daisy Have Done?



Let's return to the story of Victor, Sophia, and Daisy. Daisy experienced and observed 3 suspicious incidents, where she could have taken immediate action.

“Hey, do you want to stay and hang out after everyone leaves? I brought my guitar”

Daisy could have asked Sophia and Danika if they had permission from their parents to stay later. She could have also asked if they felt comfortable staying later with Victor. Daisy could have also stayed late, so she could check on them. Immediately following this she should have reported the incident to the CARELine (care.ethicspoint.com).

“I had fun hanging out with you the other day. I noticed you could use some help with your studies. I am going to help you.”

Daisy could have used this opportunity to empower the program participants to study together. She could have suggested that Sophia study with someone like Ana, another program participant who is excelling in that area, rather than relying on Victor. Immediately following this she should have reported the incident to the CARELine (care.ethicspoint.com).

“Sophia, can you help me organize the books in storage after today's program?”

Daisy could have asked Sophia if she felt comfortable staying or if Sophia would feel more comfortable if she stayed with her. She knew that Victor didn't need help. Immediately following this she should have reported the incident to the CARELine (care.ethicspoint.com).

Survivor-Centered Approach

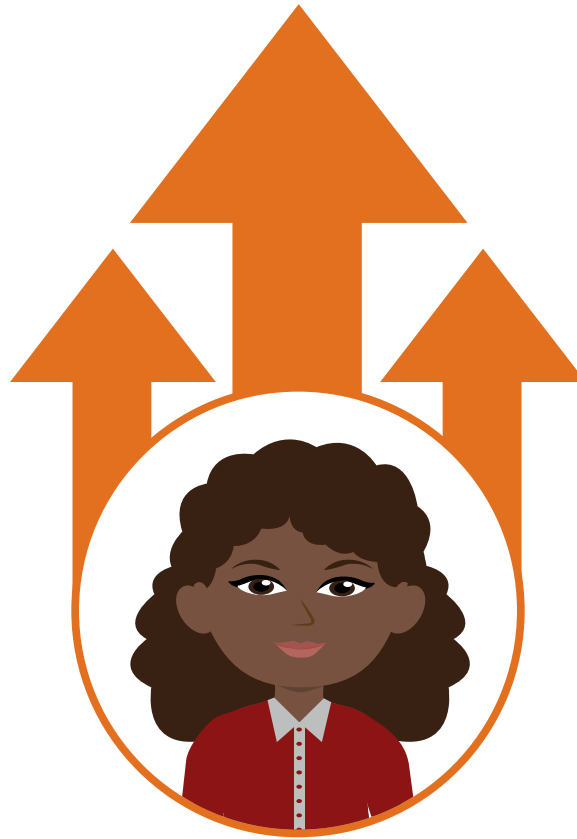
Whether Victor's behavior is reported by Daisy, Sophia, Danika, or any other bystander, our survivor-centered approach remains, and all efforts to run a discreet and confidential investigation are made. The survivor's wishes and the safety and security of the survivor and the person who made the report are the first consideration in every response.



If you are a survivor, you will have:

- a voice in what course of action is taken.
- support from your PSHEA Focal Point.
- access to psychosocial and medical support.

You are not alone as a survivor.



Turn PSHEA into Action

Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) is an organizational commitment that starts with you. CARE is not immune to sexual harassment, exploitation, and abuse. In all sectors and workplaces, it is an uncomfortable reality that some people take advantage of their positions of power and exploit others. You must stay vigilant and aware of what's going on around you. If you see, hear about, or suspect sexual harassment, exploitation, or abuse, say something. Make a report and encourage others to report. Reporting is what will protect and prevent the people we serve from being harmed. Our zero-tolerance approach ensures that all reports are taken seriously. Turning our commitment to Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) into action and into a safer reality for our program participants and your fellow colleagues starts with you.

Conclusion

In this module, you have explored your role in the Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA). You discovered that there are many different actions you can take to ensure the safety of yourself and others. Remember Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) starts with you! The next module will walk you through the “how-to” of reporting, policy points, and frequently asked questions.

Module 6: How-tos and FAQs

How to Submit a Report



In the previous modules, you've seen a number of scenarios where a CARE employee has witnessed, heard about, or suspected sexual harassment, exploitation, or abuse. Let's revisit a few of those situations. Click on each of the scenarios to review.



Daisy Sees Something Questionable

Daisy sees Victor inappropriately touching Sophia and arranging time for the 2 of them to be alone.



Nancy Talks to Imani About an Incident

Nancy sees Santiago hurt Imani's arm and look angry when talking to her. She talks to Imani and suspects sexual harassment.

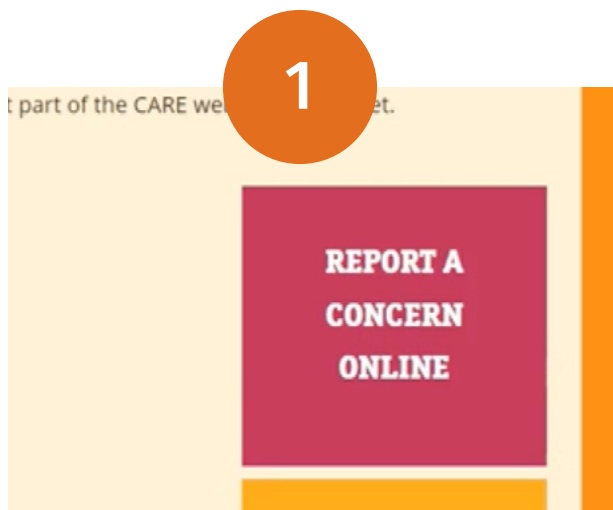


Ziya Suspects Something She Sees

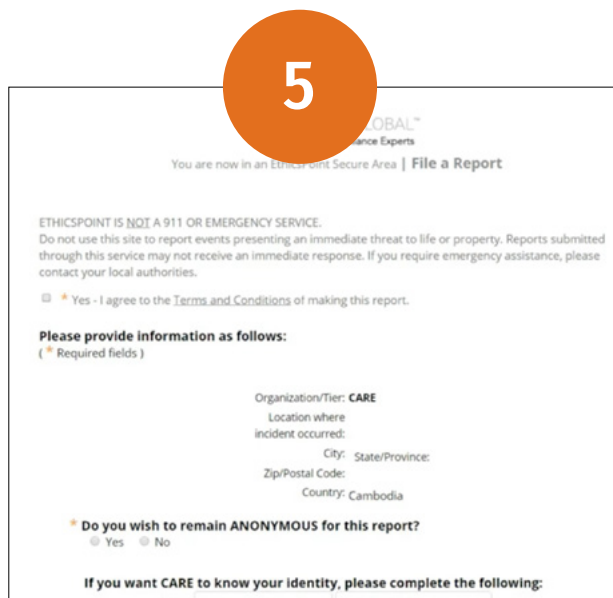
Ziya sees Kato staring at the bodies of program participants under the age of 18 and making comments about their looks.

In each of these scenarios, a CARE employee needed to report what they witnessed, heard about, or suspected. In this module, we are going to show you how to make a report using the CARELine. We will also review parts of our policy and answer some frequently asked questions.

To make a report online, you will use the CARELine. To start: go to care.ethicspoint.com on a computer or mobile device.



1. Click “Report a Concern Online”.
2. Then select the country you are located in. Next, you will select the country where the incident you are reporting took place in. These may or may not be the same two locations. Click the Continue button.
3. Next you will select the type of incident you are reporting. If you are not sure what type of incident your report falls under, simply select “Other.”
4. Once you select the type, you will be taken to a new page.



5. This page is where you enter all the details you know about the incident you are reporting.
6. The first question on the report asks you to verify that the incident you are reporting does not require a call to an emergency service, such as 911, police, or an ambulance. If the incident does require an emergency service, contact your local authorities immediately and make your report after the incident is addressed.
7. The next question asks you if you would like to remain anonymous during your report. If you feel uncomfortable sharing your identity and wish to remain anonymous, select “Yes.” As an anonymous reporter, you will be given a security key following the submission of your

7

Do you wish to remain ANONYMOUS for this report?
 Yes No

If you want CARE to know your identity, please complete the following:

Your Name: Sally _____ jor _____
 First Name Last Name

Your Phone Number: _____

Your E-mail Address: _____

Best time for communication with you: _____

8

Please identify the person(s) engaged in this behavior:
 Example:

John Doe, Director of Internal Audit
 Unknown, Unknown, Night Supervisor

#	First Name	Last Name	Title
#1	_____	_____	_____
#2	_____	_____	_____
#3	_____	_____	_____

9

How long do you think this problem has been going on?

- Select One -

- Select One -

Once

One week

1 to 3 months

3 months to a year

More than a year

Don't know

How aware of this violation?

11

business days, you will have the opportunity to review any Follow-up Questions or submit information about this incident.

Please choose a password for this report:

Password: _____

Re-enter Password: _____

Your passwords must match and be at least four characters long.

Submit Report

report. This will allow you to be contacted by email but continue to remain anonymous to the person responding to your report. You will not be asked to share any identifying information while making the report. However, if you are comfortable sharing your identity, select “No.” You will be contacted through the information you provide in the report.

- You may have noticed the red asterisk next to this question. This means that this is a required question. You are required to answer all the questions with a red asterisk. However, all questions without an asterisk are optional.
- If you don’t know the answer to a question without a red asterisk, simply skip it. Provide as much information and detail as possible. If you are unsure of your answer to a required question, answer it as best you can.
- Now we will go through the form and make a report together.
- At the end of the report you will be asked to create a password. Create a password, and then click Submit.
- Our report about Saam and Chaya has been submitted! Now let’s look at what happens after you submit a report.

When a report has been submitted, a standard investigation procedure will begin. Read each step to see how a report becomes an investigation.

Complainant Makes a Report

A person who experiences (an alleged survivor) or who witnesses, hears about, or suspects an incident of sexual harassment, exploitation, or abuse makes a report using an established reporting channel, like the CARELine (care.ethicspoint.com).

Notification of Report is Received

The report of the incident is logged in the system, and the Safeguarding & PSHEA Team is notified. If the report includes an allegation of sexual harassment, the HR Generalist (HRG) is also notified.

Report is Reviewed

The Safeguarding & PSHEA Team and Legal Representative conduct an initial review and connect with the Country Office's PSHEA Focal Point. Together they conduct a risk assessment and determine whether there are any safety and security issues for the reporter and survivor(s).

The team then determines what action is required. For example, if not enough information is provided in the report, it is likely that someone will connect with the person who made the report to find out more information before starting an investigation. If the report involves a CARE Member Partner (CMP) or donor, they are notified that a report is under review. An extensive investigation is not always the appropriate response to a report. It could result in a simple fact-finding inquiry. If that is the case, once enough information is found a report is filed and the matter is closed.

An investigation is conducted.

This will determine whether or not the reported incident is factual or true. The results of the investigation determine whether or not CARE policy was violated. Investigations are conducted by trained PSHEA investigators who follow a strict, but sensitive process to identify the truth. Investigations are respectful to the person who made the report, the survivor(s), and the witness(es). All efforts to run a discreet and confidential investigation are made. This includes the confidentiality of the subject of the complaint.

Final Report is Made

A final report of the investigation is made and shared with the decision making panel or disciplinary committee.

Based on the evidence collected in the investigation the reported allegation is more likely than not to have occurred (upheld)

If the reported allegation is more likely than not to have occurred (upheld), the committee will consider the legal requirements and disciplinary action(s). They will talk with the survivor(s) and decide on the appropriate management action to be taken. The decided action will then be taken. The committee will communicate with the parties involved. External resources and services for support will be offered to the survivor(s).

Based on the evidence collected in the investigation the reported allegation is not likely to have occurred (not upheld)

If the reported allegation is not likely to have occurred (not upheld), the committee will communicate with the parties involved. If there is reason to believe that it is a false allegation, further investigation will be considered.

Report is Closed

The final report is filled. Decided actions have been taken and documented. The matter is officially closed.

Our Policy on PSHEA

Our policy on PSHEA was established to protect the rights of you, as an employee, our program participants, and partners. The CARE International Safeguarding Policy on PSHEA has become a foundational tool to establish boundaries, guidelines, and best practices to ensure that we do no harm.

While you don't need to know every detail of our policy, you should understand the fundamental components of it. Let's explore a few parts of the policy that will help you maintain a safe environment for everyone at CARE. We look at the actual policy and break it down into more informal language to make it easier for you to understand and talk about.

Zero Tolerance

“CARE has a zero-tolerance approach toward sexual harassment, exploitation and abuse and child abuse. We will carefully examine allegations, and investigate and take appropriate disciplinary action where this is needed, taking into consideration the rights and interests of the survivor, consistent with CARE's survivor-centred approach. We make very clear that sexual harassment, exploitation and abuse and child abuse in any form, perpetrated by our staff, partners or other related personnel, towards anyone, will not be tolerated.”

EXPLANATION: “Zero tolerance” means that we will take action when we receive reports of sexual harassment, exploitation, and abuse, we will carefully examine allegations and we will ensure that when we investigate such reports, we are rigorous fair and impartial. We are very clear about what we, as representatives of CARE, think is right and what we think is wrong. We strongly believe hurting other people is wrong and will make sure that anyone we believe, after a rigorous fair and impartial process, has hurt other people, whether they are other employees, related personnel or program participants, is punished.

Exchanging Favors or Goods for Sex

“As a CARE Employee or Related Personnel, I will not exchange money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. I understand this means I must not buy sex from anyone at any time, or exchange assistance that is due to programme participants / beneficiaries for sex.”

EXPLANATION: We know that some people may be more easily bullied or controlled than others if they are in desperate or difficult situations. They could be children or families needing money, food, shelter, clothing and protection. Someone with access to resources may offer these things in exchange for sexual favors from the people that are desperate. We believe that this is wrong and harmful. Our staff and others that work with us must not pay or give other things in exchange for sexual favors. This includes paying for the services of sex workers.

Some people may feel that selling sex is their only option because they have no money and are desperate. They need to make money to survive. We believe that these people should be able to live in dignity. There is no guarantee that sex workers are choosing this work of their own free will. Desperate people may feel this is their only option, and people can be trafficked and forced into sex work. Protecting the dignity of the most vulnerable is part of CARE’s mission, and we expect our staff and related personnel to hold this same belief. If CARE staff decide to use the services of sex workers then they will be punished by CARE, removed from the organization, and possibly also reported to the police. As a result of this they may receive a criminal conviction.

Sex with Program Participants

“As a CARE Employee or Related Personnel, I will not engage in any sexual activity or sexual relationship with program participants / beneficiaries. I am aware that such relationships are prohibited. I understand that such relationships are based on an improper use of my position and inherently unequal power dynamics and may undermine the credibility and integrity of CARE’s work. I understand I must declare any previously existing relationships with programme participants /beneficiaries to my line manager or HR manager. I will seek guidance on this prohibition from appropriate management.”

EXPLANATION: When you work for CARE you are expected to be thoughtful and responsible. This means that you have respect for yourself, the organization and the people we work with. You may want to get to know someone that is helped by CARE with food or shelter, and you might want to have a relationship with them. However, this could create the impression that they are receiving help from CARE because of your relationship with them. This would not be fair to the program participant because they might think that they have to have a relationship with you in order to get the things they need. If you ever think you might like to have a relationship with someone that CARE helps, you should speak to your manager, HR, or PSHEA Focal Point about this first.

Reporting Concerns

“All CARE Employees and Related Personnel share an obligation to prevent, report and respond to sexual harassment, exploitation and abuse and child abuse.”

EXPLANATION: If you think that someone has broken the rules and has wronged or hurt another person at work, including the people that are helped by CARE, then you submit a report so that we can find out what happened. You can submit a report online at care.ethicspoint.com or you can talk to a manager, HR, or PSHEA Focal Point for help. If you feel uncomfortable or unsafe using your name and email, you can report anonymously through the CARELine.

Frequently Asked Questions (FAQs)

This course has covered a lot to help you understand and support the Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA). However, in learning more you are likely to have more questions about what is and isn't sexual harassment, exploitation, and abuse. Here are answers to the most frequently asked questions.

Q How do I know when/what to report?

Report anytime you witness/see, hear about, or suspect something that could be sexual harassment, exploitation, or abuse. The sooner you report your suspicions, the sooner it will be addressed, and appropriate action will be taken to protect and prevent the people we serve and our staff from experiencing sexual harassment, exploitation, or abuse. Remember that when you report, you don't need to have all of the details. If you witnessed an uncomfortable interaction between two people in the kitchen, report it. If you heard a rumor about a senior leader meeting with a program participant at an unusual time, report it. It is okay to rely on your "gut" or "instincts." It is not important for you to have all the facts, but it is important that you report your suspicions.

Q If I make a report, I'm worried everyone at work will know. What can I do?

Reports made on the CARELine are sent directly to the Legal department based in Atlanta, Georgia, USA and are seen by a small number of people, whose job is to maintain the confidentiality of these reports. Reports are not shared with your department or manager. If you feel uncomfortable or unsafe using your name and email, you can report anonymously through the CARELine. Investigations are conducted by trained PSHEA investigators who follow a strict, but sensitive process to identify the facts. All efforts to run a discreet and confidential investigation are made. This includes the confidentiality of the subject of complaint (SOC). Investigations are respectful to the person who made the report, the survivor(s), and the witness(es). Our survivor-centered approach is present throughout the process, from reporting to taking the appropriate management action.

Q What can I do if I am being sexually harassed?

It's strongly encouraged that you report it to the CARELine (care.ethicspoint.com). If you feel uncomfortable or unsafe using your name and email, you can report anonymously through the CARELine. You can also speak directly to a manager, HR, or PSHEA Focal Point for help.

Q Is sexual harassment, exploitation, and abuse only men harassing women?

No, sexual harassment, exploitation, and abuse can happen between two people of the same sex or different sex. Although evidence suggests that men are more likely to be perpetrators, women can also be perpetrators.

Q Can I date someone from work? Is it sexual harassment, exploitation or abuse if I ask a colleague for a date?

CARE's policy doesn't forbid romantic relationships between colleagues. Employees who are not in a reporting relationship or on the same project team may pose no conflict of interest. However, if both employees report to the same manager or there are dependencies in their working relationship (e.g. a finance approval dependency), one partner may need to transfer to another unit or department. In cases where there is a reporting relationship or power imbalance, additional attention will be needed. More detail on this can be found in the Conflict of Interest Policy. If you ask a colleague for a date and the colleague lets you know that he or she is not interested, don't ask again. Repeated requests for a date may constitute harassment, while a single, polite request probably will not. If a relationship does begin, review the Conflict of Interest Policy and contact HR (if dictated by the policy).

Q Is it sexual harassment, exploitation, or abuse if I hug my colleague(s)?

You may assume that because you have always hugged your colleagues that it is okay. However, you should ask your colleagues if they are okay with it. You want to greet them in a manner with which they are comfortable. In different cultures, hugging may not be an acceptable way of greeting, just as a handshake isn't. If you are unsure, ask. People may not challenge this behavior as it could create conflict, but when asked they will let you know how they feel. If you are a manager or leader, it is important that you are aware of the power dynamics present in each interaction. You hugging a subordinate is different than two colleagues hugging at the conclusion of a meeting. When you hug someone, it could be perceived that you are using your power to disrespect another person's boundaries. Be sure to pay attention to body language, if someone doesn't seem open to a hug, don't hug them. If you are unsure, ask.

Q If a colleague or supervisor comments on my clothing or appearance, is that sexual harassment, exploitation, and abuse?

It depends on the nature of the comment. Advising an employee to dress more professionally is unlikely to be seen as sexual harassment. Frequently suggesting to an employee that they wear more revealing clothes as a way to impress the boss or get a promotion, is sexual harassment. Likewise, an innocuous compliment, such as “that’s a nice sweater,” would not be harassment; but if it were followed up with a sexual reference (“it really shows off your body”), or a gesture such as leering, that type of behavior would be inappropriate. The key is whether the behavior creates a hostile or abusive work environment.

Q The other day, a fellow employee told me a joke that had mild sexual content. I wasn’t offended by it, and we both found the joke to be funny. Is the joke sexual harassment, exploitation, and abuse?

While one joke alone may not be sexual harassment, exploitation, or abuse, it could create a hostile work environment. You need to remember that the question is not about whether you find it offensive, but whether anyone might be offended by it. Not everyone shares your opinion of what you find offensive or appropriate for the office. You need to be careful and considerate of others with what you say at work.



Conclusion

In this module, you have explored how to make a report, seen what happens when a report is made, learned more about our policy, and reviewed the most frequently asked questions and answers.



Congratulations!

You have completed all modules of CARE's Prevention of Sexual Harassment, Exploitation, and Abuse training. We hope this course has provided new information, clarified any questions and given you the tools to ensure you maintain a safe and respectful environment at CARE.

Type or write your name here:

Remember to stay vigilant and aware, and if you see something, say something!