



YWCA Rwanda Safeguarding and protection policy

1. Introduction and background

YWCA Rwanda is a non-governmental, non-profit organization that works at the grass roots level. It is a volunteer membership organization for women established in Rwanda in February 1995. YWCA Rwanda was affiliated to the World Young Women's Christian Association (World YWCA) in 1999. World YWCA is a global network of women and young women leading social and economic change in 120 countries. Based in Geneva, World YWCA is a global network of women and young women leading social and economic change in 126 countries. It advocates for peace, justice, human rights, and care of the environment, and has been at the forefront of raising the status of women for over 150 years. World YWCA develops women's leadership to find local solutions to the global inequalities women face. YWCA Rwanda was established in February 1995, following the 1994 Genocide against the Tutsi, and in response to the rising concern of many widows and children left in its wake. YWCA Rwanda was legally recognized by the Rwandan Government in September 2005.

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As regards to child protection, as an organization serving vulnerable communities, including children, and vulnerable adults, especially girls and young women, YWCA-Rwanda is committed to ensuring the fulfillment of children's rights including their rights to protection, in accordance with the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child. YWCA-Rwanda is committed to protecting children from harm and ensuring children's right to protection under Article 19 of the UNCRC is fully realized. We take seriously our responsibility to promote safe practices and protect children from harm, abuse, neglect and exploitation.

YWCA recognizes that we have a responsibility to protect people we work with, and who work for us, and we will continuously strive to prevent sexual harassment, exploitation and abuse and child abuse from happening. We take seriously all reports of sexual harassment, exploitation and abuse, and child abuse.

YWCA has a zero-tolerance 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. We make very clear that sexual harassment, exploitation and abuse, and child abuse in any form, perpetrated by our staff, interns, volunteers, consultants and other contractors and suppliers or other related personnel, towards anyone, will not be tolerated.

This Safeguarding and protection policy intended to provide a guide for YWCA staff, members, volunteers, interns, contractors and their personnel to make decisions that exemplify YWCA's broader Code of Conduct and core values in their professional and personal lives. Any violation of this policy is a serious concern and may result in disciplinary action, up to and including dismissal, in accordance with disciplinary procedures of YWCA and applicable laws. All YWCA staff, members, volunteers, interns, contractors and their personnel must read and sign the safeguarding Code of Conduct that is part and partial to the safeguarding and protection policy.

2. Definitions

2.1 Safeguarding: taking all reasonable steps to prevent sexual exploitation, abuse and harassment from occurring; to protect people, especially vulnerable adults and children, from that harm; and to respond appropriately when harm does occur.

2.2 Child: In line with the UNCRC and the GOR Child Protection Policy and for the purposes of this policy, a Child is defined as any person under the age of 18 years (UNCRC Article 1).

2.3 Adults experiencing vulnerability:

Anyone 18 years or over who -

- is unable to take care of themselves/ protect themselves from harm or exploitation; or
- due to their gender, mental or physical health, disability, ethnicity, religious identity, sexual orientation, economic or social status, or as a result of disasters and conflicts, are deemed to be at risk.
- is in a situation of subordination and therefore experiencing a power differential putting them at risk

2.4 Child abuse: is defined as all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child and includes any actions that result in actual or potential harm to a child. Child abuse may be a deliberate act or it may be failing to act to prevent harm. Child abuse consists of anything which individuals, institutions or processes do or fail to do, intentionally or unintentionally, which harms a child or damages their well-being, dignity and prospect of safe and healthy development into adulthood. There are four main categories of abuse. -

2.5 Physical abuse: Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child, including by fabricating the symptoms of, or deliberately causing ill health to a child.

2.6 Emotional abuse: Emotional abuse is the persistent emotional ill treatment of a child that causes severe and adverse effects on a child's emotional development. It may involve: conveying to children that they are worthless or unloved; inadequate or valued only insofar as they meet the needs of another person; age or developmentally inappropriate expectations being imposed on children; causing children frequently to feel frightened; or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill-treatment of a child, though it may occur alone.

2.7 Sexual exploitation: 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.

2.4 Sexual abuse: Sexual abuse involves forcing or enticing a child to take part in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (i.e. rape) or non-penetrative acts. They may include non-contact activities, such as involving children in production or viewing of pornographic material or encouraging children to behave in sexually inappropriate ways. Children involved in commercial sex work are victims of sexual abuse, whether they perceive themselves as victims or not.

2.6 Neglect: Neglect is the persistent failure to meet a child's basic physical or emotional needs, likely to result in the serious impairment of the child's health or development, such as failing to provide adequate food, shelter and clothing, or failure to provide affection, nurturance, stimulation and encouragement.

2.7 Child protection: is defined in this policy as the responsibilities and preventative and responsive measures and activities that YWCA Rwanda undertakes to protect children, ensuring that no child is subject to abuse as a result of their association or contact with us, visitors, board members, YWCA members, consultants, staff, guards, YWCA —Rwanda's Partner Organizations and the community volunteers. In addition, it incorporates our responsibility to ensure that where there are concerns over a child's welfare or where a child has been subjected to abuse, actions are taken to address this; concerns are reported and responded to appropriately and in line with YWCA procedures; and incidents are analyzed so as to ensure continued learning and growth in the field of organizational child protection.

3. Scope of the safeguarding and Protection Policy

The safeguarding and Protection Policy applies to all YWCA-Rwanda Staff, Visitors, board members, YWCA members, Managers, , volunteers, interns, contractors and their personnel who must comply with its requirements and understand the sanctions that may be applied for breaches of the policy. It is intended that this policy will set a minimum national standard for all YWCA-Rwanda Staff, Visitors, board members, YWCA members, Managers, volunteers, interns, contractors and their personnel, across YWCA-Rwanda's sub-Offices.

The policy applies both during, and outside, normal work hours. Actions taken by YWCA Employees and Related Personnel outside of working hours that are seen to contradict this policy will be seen as a violation of this policy.

4. Responsibilities of persons covered by the safeguarding and Protection Policy

This commitment will be evidenced through agreeing and signing the policy.

All YWCA-Rwanda Staff, Visitors, board members, YWCA members, Managers, volunteers,

interns, contractors and their personnel, across YWCA-Rwanda's sub-Offices;
YWCA must at all-time conduct a background check of staff and stakeholders on child abuse and abuse of vulnerable adults.

Protection of children and vulnerable adults:

Those who closely work with children and vulnerable adults on behalf of YWCA must:

- Treat children with respect regardless of race, color, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status;
- Refrain from, denounce and report all behaviors and acts of or related child abuse;
- Wherever possible, ensure that another adult is present when working in the proximity of children;
- Comply with all relevant international and local legislation, including labour laws in relation to child labour,
- Immediately report concerns or allegations of child abuse in accordance with appropriate procedures,
- Immediately disclose all charges, convictions and other outcomes of an offence, which occurred before or occurs during my association with YWCA-Rwanda that relate to child exploitation and abuse.
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When photographing or filming a child for work related purposes, staff must:

- Assess and endeavour to comply with local traditions or restrictions for reproducing
- Personal images before photographing or filming a child;
- Obtain informed written consent from the child and parent or guardian of the child before photographing or filming a child. As part of this I must explain how the photograph or film will be used;
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive;
- Ensure images are honest representations of the context and the facts;

Ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.

They must not:

- Use language or behavior towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate;
- Engage children under the age of 18 in any form of sexual intercourse or sexual activity, including paying for sexual services or acts;

- Invite unaccompanied children into their home, unless they are at immediate risk of injury or in physical danger or have been granted permission from a guardian/parent;
- Sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible;
- Use any computers, mobile phones, video cameras, cameras or social media appropriately, and never exploit or harass children or access child exploitation material through any medium;
- Use physical punishment on children;
- Hire children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury;
- Support or take part in any form of sexually exploitative or abusive activities, including, for example, child pornography, trafficking of human beings or child marriage.
- Sexually harass, exploit or abuse anyone
- Exchange money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behavior: buy sex from anyone at any time, or exchange assistance that is due to programme participants / beneficiaries for sex
- Engage in any sexual activity or sexual relationship with program participants/beneficiaries
- Request any service or sexual favour from participants of YWCA programs, children and vulnerable adults in the communities in which YWCA works, engage in sexually harassing, exploitative or abusive relationships.

5. Prevention of Sexual Exploitation and Abuse (PSEA)

5.1 YWCA Rwanda PSEA organizational guidelines

YWCA staff, volunteers and other involved stakeholders in organization interventions shall abide by the following measures against sexual exploitation and abuse and observe the standards relating to prevention of sexual exploitation and abuse:

- i. Sexual exploitation and abuse by YWCA staff, volunteers and other involved stakeholders constitute acts of gross misconduct and are therefore grounds for termination of employment and collaboration.
- ii. Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes exchange of assistance that is due to beneficiaries.
- iii. Sexual relationships between YWCA staff members, volunteers and beneficiaries are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of YWCA as women's organization.

- iv. YWCA staff members, volunteers and stakeholders are obliged to create and maintain an environment which prevents sexual exploitation and abuse and promotes the implementation of their code of conduct.
- v. When YWCA staff members, volunteers and stakeholders develop concerns or suspicions regarding sexual abuse or exploitation by a fellow staff, volunteer, stakeholder, they must report such concerns via established reporting channel and mechanisms.
- vi. SEA should be reported and the victims/survivors are referred and accompanied to appropriate services including medical, psychological and legal services so that they can access be protected and treated on time. The cases of SEA should be monitored by the staff, volunteers working closely with the services providers and investigation is conducted and the corrective measures are taken to ensure that the rights of the victims of SEA are respected.

5.2 YWCA organizational management and HR Systems

YWCA Rwanda as women's organization, all staff members, volunteers, interns, contractors, suppliers, consultants and sub-partners shall abide by this PSEA policy in all types of contracting, partnership and collaboration and they shall commit to SEA zero-tolerance as far as prevention and response are concerned. The protection from Sexual Exploitation and Abuse (PSEA) is everyone's responsibility within YWCA and all staff are required to adhere to the Code of Conduct that enshrines principles of prevention of sexual exploitation and abuse (PSEA), at all times (both during work hours and outside work hours). The familiarization with, and adherence to, the Code of Conduct is an essential requirement of all staff, volunteers and all contractors.

YWCA shall be examining through a systematic vetting procedure all successful candidates before their placement about their background including checking for prior involvement in SEA. The terms of reference for the recruitment of new staff shall share more light on SEA prevention by the candidates.

5.3 Capacity building of YWCA staff on PSEA

YWCA Rwanda has annual capacity building plan of all staff on various topics. This plan shall include capacity building on PSEA policy and procedures and the sessions shall include a definition of SEA (that is aligned with the UN's definition), a prohibition of SEA, and actions that all YWCA staff are required to take like prompt reporting of allegations and referral of survivors.

5.4 Sexual Exploitation and Abuse reporting mechanism

YWCA Rwanda shall not only raise awareness on PSEA among staff members, beneficiaries, interns, volunteers, contractors and their personnel but also the staff members, beneficiaries and communities, including children are encouraged to report SEA allegations and ensure safety, confidentiality, transparency, accessibility. YWCA shall ensure that staff members, volunteers, interns, contractors and especially beneficiaries are aware of SEA reporting mechanisms.

Cases of SEA committed against a beneficiary by YWCA staff member, an intern, a volunteer, a contractors or his/her personnel are directly reported to YWCA Executive Director and Human Resources and Operations Manager.

Cases of SEA committed against a staff member by another staff member will be reported to one of the senior management team member of YWCA or to the Line manager. The telephone numbers to be used by beneficiaries and other community members for reporting are displayed at the disposal of the beneficiaries and communicated to beneficiaries during the training sessions. YWCA has also an anonymous SEA reporting mechanism through Suggestions Boxes available at the Head office that is opened by Executive Director or Human Resources Manager and their delegate at sub offices for suggestions boxes displayed at sub offices. The cases of SEA should be reported immediately after it is known/experienced.

5.5 Referrals and Accompaniment

YWCA Rwanda has procedures of referrals and accompaniment in place for the victims of SEA and YWCA staff and volunteers monitor the cases referred to various institutions to ensure that the survivors of SEA, including children, receive immediate professional assistance and quality services. The Community based volunteers identify the cases of SEA and they refer the victims to health facilities for immediate care and the volunteers accompany the victims as per Referral and Linkages Guidelines. For advanced SEA cases, they are referred to ISANGE ONE STOP CENTER. The volunteers and staff continue to monitor the progress of referred cases in close collaboration with the services providers who received our referred cases and they continue to provide more support as per Counter Referral Forms from the services providers, ongoing counseling, monitoring the cases to ensure the victims have access to appropriate medical care and legal aid.

5.6 Investigation Procedure

When the case of SEA is reported, then YWCA Rwanda will conduct investigation as soon as possible, not later than 24 hours after it was reported. The team that will be engaged in investigation includes Executive Director, Human Resources Manager, the Line manager of the suspected perpetrator when they are not among perpetrators reported, a Staff delegate, and YWCA Legal representative.

The investigation will start with the meeting of the committee of aforementioned people. In this meeting the committee members will plan the investigation process including field visit to the place where the case was reported from. Meanwhile, the committee members will make sure that the victim/survivors is referred to appropriate service providers in due times. Also the first aid will be provided if needed and if possible and in case the first aid does not compromise the investigation of other relevant institutions.

One of the committee members will compile the investigation report that will share more light on the reported case and the report will be submitted to the Senior Management Team (SMT) for decision making and processing the case. The SMT will inform the victim/survivor and the perpetrator about the decision that has been taken.

6. YWCA commitments

- 6.1** YWCA will make every effort to promote, create and maintain a safe organizational culture for all people who work for and with YWCA, including our partners and the communities where YWCA works. At all times, it is expected that YWCA's leaders will promote YWCA's safeguarding values by highlighting the organization's commitment to equality, diversity and respect for others. YWCA will create an environment where it is safe to address sexual harassment, exploitation and abuse, and child abuse.
- 6.2** YWCA will ensure high-level oversight and accountability around its safeguarding efforts. We will do this through monitoring and reviewing our safeguarding performance and seeking feedback from YWCA staff, volunteers, interns, contractors and related Personnel, partners, program participants and communities where YWCA works, on the effectiveness of our safeguarding measures.
- 6.3** YWCA will ensure all personnel are aware of our Safeguarding and protection Policy, our expected behaviours and conduct, and how to report wrongdoing by incorporating YWCA's expectations on the prevention of sexual harassment, exploitation and abuse, and child abuse in relevant codes of conduct, new employee orientations, awareness raising training and refresher courses, and through regular internal communications.
- 6.4** YWCA will collaborate on safeguarding within the sector, including with communities, other

organisations, donors, governments and civil society networks, to advance our practices and contribute to wider efforts to prevent and respond to sexual harassment, exploitation and abuse, and child abuse.

- 6.5** YWCA will undertake safeguarding risk assessments to identify areas of safeguarding and sexual harassment, exploitation, and abuse, and child abuse risks, and document steps that are being taken to remove or reduce these risks
- 6.6** YWCA will incorporate safeguarding measures into programs and throughout the project cycle. We will do this through our collaborative program design approach, including with our partners and program participants, at all stages to produce better design, monitoring and evaluation of safeguarding in our programs. We aim to identify and mitigate, or minimise, risks arising from our programs
- 6.7** YWCA will ensure that multiple mechanisms for reporting sexual harassment, exploitation and abuse, and child abuse are accessible and sensitive to the differing needs of anyone wishing to report, including vulnerable adults and children most at risk of sexual harassment, exploitation and abuse, and child abuse, the communities we work with, our partners, and YWCA staff.
- 6.8** will provide support and assistance to complainants and to anyone who has experienced sexual harassment, exploitation and abuse, or child abuse by YWCA staff, members, volunteers, interns, contractors and their personnel. This may include medical treatment, legal assistance and psycho-social support. Our support and assistance will be informed by a survivor-centered approach, feasibility, and an assessment of risk to all those involved.
- 6.9** YWCA will take appropriate actions to the best of YWCA's abilities to protect persons from retaliation where allegations of sexual harassment, exploitation and abuse, or child abuse involving YWCA staff, members, volunteers, interns, contractors and their personnel
- 6.10** YWCA will ensure that all allegations of sexual harassment, exploitation and abuse, and child abuse by YWCA staff, members, volunteers, interns, contractors and their personnel are thoroughly examined, risk-assessed, and where needed, investigated and/or referred to another agency for investigation or reported to law enforcement. YWCA's investigations will be conducted in a timely, safe and professional manner by those with appropriate training and experience in sensitive investigations and informed by gender-sensitive and survivor-centered approaches. Investigations will include an assessment of risk to all those involved.
- 6.11** YWCA will take swift and appropriate action with any YWCA staff, members, volunteers, interns, contractors and their personnel who breach this policy by perpetrating sexual harassment, exploitation and abuse, and child abuse. This may include administrative or disciplinary action, legal action, and/or referral to the relevant authorities for appropriate action, including criminal prosecution, in the abuser's country of origin as well as the host country. All actions will be informed by a survivor-centred approach and an assessment of feasibility and risk to all those involved.

7. Appropriate Behavior towards Girls

YOU MUST ALWAYS (THE "5 Do's)

- Interact with girls and children in areas that are not isolated, where you and the girl can both be seen by other colleagues or other adults, though the need for some privacy is recognized
- Behave and communicate appropriately
- Listen to what the girls are saying, and respond appropriately
- Be familiar with the procedures for reporting concerns
- Maintain confidentiality (with the exception of mandatory reporting of abuse disclosed by a girl/child or suspected abuse)

8. Inappropriate behavior towards Girls

YOU MUST NEVER (THE "5 Don'ts)

- Develop or have physical/sexual relationships
- Act abusively or put at risk for abuse, including asking for money, sexual favours, or labour in exchange for assistance
- Use communication that is inappropriate, offensive or abusive
- Act in ways intended to shame, humiliate, belittle or degrade girls
- Discriminate against, show differential treatment, or favour particular girls to the exclusion of Others.

Done on 20th October, 2022



UZAMUKUN DA Pudentienne
Executive Director



Ernestine KALIGIRWA
YWCA President and legal representative

Annex 1: YWCA Rwanda's Girl Safeguarding/Child Protection and prevention of sexual exploitation and abuse Policy Confirmation:

I
(Name), being a staff member/ consultant/contractor/Visitor/consultant/volunteer of YWCA- Rwanda do hereby confirm that I have received a copy of the YWCA Rwanda's safeguarding and protection Policy, read and understood its content. I understand that I have a duty to protect children from abuse and prevent any kind of sexual exploitation and abuse. I hereby commit to doing everything in my power to protect all children, adolescents, girls and women that I engage with, either directly or through any form of communication, including social media, from any form of abuse and exploitation. I also commit to expeditiously report any suspected or actual cases of abuse that I may come across immediately to YWCA-Rwanda.

Fully, I understand that a breach of and/or failure to abide by the requirements of this Girl Safeguarding/Child Protection and prevention of sexual exploitation and abuse Policy may result in disciplinary actions, including, but not limited to, dismissal, legal action, and/or referral to the relevant authorities for appropriate action, including criminal prosecution.

I understand that the responsibility is on me, as a person associated with or engaged by YWCA-Rwanda to use common sense, avoid actions or behaviours that could be construed as child exploitation and abuse.

Signature:.....

Date:.....

ANNEX 2: YWCA Rwanda Checklist for safer recruitment

Job announcement and application stage

- ☐ Include PSEA and/or safeguarding clause in all job advertisements or position terms of reference (see sample language in Annex A)
- ☐ Require applicants to self-declare prior issues of sexual or other misconduct and termination of past employment and to consent to the disclosure of any misconduct or termination information by their former employers in job application
- ☐ If internal policy allows, if candidate responds in the affirmative to prior issues of misconduct or fails to consent to the disclosure of any misconduct, or if former misconduct is discovered during the vetting process, consider rejecting the candidate

Interview stage

- ☐ Include questions on PSEA and/or Child Safeguarding in interview (see sample interview questions in Annex B)

Reference checks

- ☐ Verify references and vet for former misconduct (e.g., finger prints, prior criminal records, Google searches) in accordance with local laws regarding employment, privacy and data protection (see sample reference check questions in Annex C). *Consider verbal/oral reference checks for senior positions to complement written references.*

Induction process

- ☐ Require candidates to sign the Code of Conduct (provided to them in a language they understand) before being offered a contract
- ☐ Include a PSEA clause in employment contracts, including when subcontracting. In the contract, outline disciplinary measures in the event of proven SEA allegations (e.g. termination of contract)
- ☐ Include training in PSEA and/or Child Safeguarding as part of mandatory onboarding process and provide refresher courses at regular intervals during employment tenure

Performance management

- ☐ Include adherence to Code of Conduct (e.g. participation in PSEA trainings) in performance appraisals of staff
- ☐ Include effectiveness of Senior Staff and focal points (documenting in their TOR/JD) in creating and maintaining an environment which prevents and responds to sexual exploitation and abuse in their performance appraisals
- ☐ Limit professional advancement opportunities of individuals under investigation
- ☐ In cases of confirmed inappropriate behavior, take robust disciplinary action (e.g., dismissal, suspension, written censure or other administrative/corrective measures) and, where this involves possible criminal conduct, report the incident to law enforcement authorities
- ☐ Maintain a database of disciplinary measures on staff, including dismissals, to avoid rehiring them at a later point in time (see sample template in Annex D). Ensure data protection and inclusion in handover process.
- ☐ Consider developing a misconduct disclosure policy so that information of any staff known to have committed SEA is shared with an organization considering employment of a particular staff member to avoid rehiring transgressors

Annex 3: PSEA Clause for Job Advertisements

YWCA Rwanda has a zero tolerance to Sexual Exploitation and Abuse of beneficiaries. Protection from Sexual Exploitation and Abuse (PSEA) is everyone's responsibility and all staff are required to adhere to the Code of Conduct, that enshrines principles of PSEA, at all times (both during work hours and outside work hours). Familiarization with, and adherence to, the Code of Conduct is an essential requirement of all staff, in addition to related mandatory training. All staff must ensure that they understand and act in accordance with this clause.

Annex 4: Sample Interview Questions on PSEA

Below are sample questions. Not all questions need to be asked.

- Have you ever been investigated for a breach of your organization's Code of Conduct, safeguarding or PSEA policy?
- The Organization's Code of Conduct applies to all staff, both on and off duty. Do you have any issues with that?
- Tell us about a time when you witnessed a case of abuse of power in the workplace. What action, if any, did you take? What did you learn?
- Some individuals may be more vulnerable to sexual exploitation and abuse than others. What groups or individuals do you think would be more at risk in terms of YWCA/related to the position you have applied for?
- Consider this scenario: One of your team members, xxxx, tells you in confidence that another team member, yyy, behaved in an appropriate way with some female beneficiaries. However, XXXX asks you not to do anything, as she is afraid that it would damage the work relationship if YYY finds out she has reported him to you. What would you do? Who else should be involved?

Annex 5: Sample Reference Check Questions on PSEA

Generally, only the listed referees should be contacted; however, in some cases, in order to gain a more objective point of view on past misconduct, the Human Resources Officer or relevant senior management staff member of the candidate's last place of employment may be contacted in order to provide a reference. *Consider oral/verbal reference checks to complement written references as referees may feel more comfortable speaking about past infringements instead of writing about them on paper.*

- How do you know the candidate?
- For how long have you known the candidate?
- Do you have any suspicions that the candidate violated your organization's Code of Conduct, including sexual exploitation and abuse and sexual harassment in the workplace?
- Hypothetically, would you like to employ or work with the candidate again? Why or why not?