

POLICY: CHILD SAFEGUARDING POLICY

Objective: To provide a framework for ensuring that Child Helpline International operations and programmes are designed and implemented with the best interests of children in mind.

Responsible: Management Board

Last update: July 2024

1. THE POLICY

1.1 INTRODUCTION

Child Helpline International (CHI) is a collective impact organization. The philosophy of the network is reflected in its governance structure where the highest mandated power is the General Assembly of Child Helplines themselves. Each full member child helpline in the network has an equal voice on matters such as final strategy approval. The General Assembly of Child Helplines meets once every three years at the International Consultation and appoints Regional Representatives to the Supervisory Board. These five Regional Representatives are appointed by child helpline members to ensure that the needs of child helplines will always be reflected by the work of Child Helpline International.

As a global network, Child Helpline International shares research/data, knowledge and experiences to enhance the quality of response to children and young people in need of protection, support and guidance and to advocate for their rights. Child helplines play a crucial role in protecting children, in prevention of violence and other forms of harm against children, and in helping children to help themselves. Child helplines stand, then, at the critical juncture in child protection systems that makes them essential strategic elements of those systems. The shared values on children's rights, on child protection and safety, and on advocating for children are the bedrock of members' and Child Helpline International's work.

Child Helpline International does not directly work with children, although Child Helpline International representatives come into contact with children occasionally, for example during events.

Child Helpline International representatives must demonstrate the highest standards of behaviour and conduct towards children, both in their private and professional lives, 24 hours a day and 7 days a week.

Child Helpline International has a zero-tolerance approach to child abuse by any of our representatives.

A code of conduct at Child Helpline International (Annex C) is a clear and concise guide outlining acceptable and unacceptable behaviors and practices expected of individuals employed or engaged by the organization. It complements the Child Safeguarding Policy, ensuring a comprehensive approach to protecting children's wellbeing. Child Helpline



International representatives are required to adhere to this code both within and outside the workplace. This commitment entails not only adopting appropriate behavior themselves but also actively reporting any concerns they may have about a child, regardless of whether these concerns arise during work or in personal settings. By integrating these guidelines into their daily practices, Child Helpline International upholds a steadfast commitment to safeguarding the welfare and rights of children across all aspects of its operations and interactions.

1.2 CHILD SAFEGUARDING FOCAL POINT

Child Safeguarding Focal Point for Child Helpline International is:

Helen Mason

Director of Operations

helen@childhelplineinternational.org

Responsibilities of the Child Safeguarding Focal Point:

- Addresses staff concerns around child safeguarding.
- Ensures the training of staff.
- Provides advice to colleagues on safeguarding or redirects them to more knowledgeable sources.
- Overall coordination of safeguarding developments.
- Receives and responds to reports.

1.3 WHO DOES THE CHILD SAFEGUARDING POLICY APPLY TO?

The Child Safeguarding Policy applies equally to everyone associated with Child Helpline International - including but not limited to:

- All permanent and temporary members of staff
- Volunteers and interns
- Consultants
- Members of Supervisory Board
- Members of the Youth Advisory Council
- The term 'Child Helpline International representatives' will be used to refer to all people associated with Child Helpline International as listed above.
- Guests and visitors.
- All partners, including local community-based partners.

Child Helpline International encourages all partners, invited visitors and suppliers to conduct a Child Safeguarding review according to the Keeping Children Safe framework.

1.4 STATEMENT OF COMMITMENT

Child Helpline International is committed to the protection of all children from “all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual violence,” as outlined in Article 19 of the UN Convention on the Rights of the Child (UNCRC). All Child Helpline International representatives (see § 1.2) have a duty of care and responsibility to keep all children who we come into direct or indirect contact with safe. All action taken to protect children will be in accordance with the best interests of the child as defined by Article 3 of the UNCRC.



1.5 RISK ASSESSMENT COMMITMENT

Our organization is committed to proactively managing threats to ensure the safety and effectiveness of our operations. As part of this commitment, we will conduct regular risk assessments to identify, evaluate, and mitigate potential threats. For detailed procedures and guidelines on how risk assessments are to be conducted, please refer to the Policy: Risk Management Procedure (Annex D).

1.6 POLICY AIMS

The Child Safeguarding Policy of Child Helpline International is designed to protect children who come into contact with the organization and its partners from physical, emotional and sexual abuse, neglect as well as commercial and sexual exploitation. This policy enables us to prevent, identify, report and respond to child safeguarding concerns - and always ensure accountability and transparency.

Agreements with partners will include a statement that partners who do not have a child safeguarding policy will either abide by Child Helpline International policy or develop their own as a condition of the partnership. Persistent failure to address safeguarding concerns or incidents may result in the termination of partnerships.

Child Helpline International representatives who come into contact with children – both in their private and professional lives – should always:

- be alert to potential indicators of child abuse, neglect, exploitation or violence and recognize that a child may need help and safeguarding (children with disabilities and unaccompanied children are particularly vulnerable)
- be alert to the possible risk which any individual – both in the community and within Child Helpline International or its partners – may pose to children.
- make use of the appropriate up-to-date guidelines and procedures for the protection and well-being of children with whom Child Helpline International comes into contact.
- put the interests and welfare of the children they come into contact ahead of any other considerations – such as media / communication needs. Any depiction of these children, in words or images, must protect their identity, preserve their dignity and be accurate. It is therefore mandatory to establish informed assent from the child and informed consent from the caregiver before conducting any interview, photo shoot, filming or other content gathering activity.
- report and respond appropriately to all child safeguarding concerns, suspicions and observed cases within 24 hours following the steps outlined in paragraph 3. Be sure to respect the confidentiality of all parties – particularly the child and the alleged perpetrator – during this process.
- ensure that the behavior of all individuals associated with Child Helpline International always complies with the Code of Conduct and Child Safeguarding Policy.



1.6 STANDARDS

The Child Safeguarding Policy sets forth standards for all programs and activities across the Child Helpline International, underscoring our commitment to the four pillars of Child Safeguarding:

Awareness: Child Helpline International shall ensure that all its representatives are aware of the risk of violence, abuse, exploitation, and neglect against children; relevant local laws; and their responsibilities and obligations towards children, including how they are expected to interact with children and what to do in case any concerns about a child's safety are suspected, observed or reported. Child Helpline International shall ensure that it briefs all personnel on the Policy.

Prevention: Child Helpline International shall ensure safeguarding measures will be applied by all its personnel and partners, contractors, and suppliers who interact with children. Safeguarding measures include systematically checking with prior employers to ensure potential hires do not pose a threat to children, having personnel confirm that they have not harmed children in the past, creating awareness of child safeguarding for all personnel, and developing action plans for programmes to improve child safeguarding. Moreover, it encompasses ensuring children participate in decisions that affect them to the fullest extent possible, and systematically adopting child friendly approaches that are easily understood by and accessible to children.

Reporting: Child Helpline International shall ensure that all personnel and partners report any concerns relating to violence, abuse, exploitation, or neglect against children; have knowledge of and access to appropriate referral mechanisms; and are clear on what steps to take where concerns arise regarding violence, abuse, exploitation, or neglect of children.

Responding: Child Helpline International shall ensure that appropriate action is taken to support and protect children where concerns arise regarding possible violence, abuse, exploitation, or neglect. This includes implementing effective investigation processes, supporting survivors as appropriate, and holding people accountable.

1.7 GUIDING PRINCIPLES

These principles apply when dealing with concerns and reports of abuse - and during any potential investigations.

Best Interest of the Child: All action taken to protect children will be in accordance with the best interest of the child as stated in Article 3 of the UNCRC

Child Rights Approach: All children 'without discrimination of any kind' (Article 2 of the UNCRC) have the right to be protected from 'all forms of physical or mental violence, injury and abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual violence' as outlined in Article 19 of the UNCRC.



Confidentiality: You must ensure that confidentiality is maintained during all stages of the disclosure and reporting process. Disclosure of information can be made only to relevant parties on a need to-know basis.

Standards-Based Approach: Child Helpline International has adopted a standards-based approach to Child Safeguarding. Where there is discrepancy between national laws and practices and international standards (e.g. harmful traditional practices and spiritual abuse) then this policy - together with a decision taken by the staff together with the Management Team - will take precedence. All representatives agree to adhere to these standards when they join the organization – and they will accordingly be held accountable to these standards.

Transparency: Throughout the process of reporting on and responding to an allegation of abuse, all information should be recorded carefully and comprehensively by those responsible for carrying out the investigation.

Commitment to Child Safety: The organization commits to do no harm to any child.

Equality in Child Protection: All children have equal rights to protection from harm.

Partnership Responsibility in Protection: When Child Helpline International works with partners we have a responsibility to help them meet the minimum requirements on protection.

1.8 DISSEMINATION OF THE POLICY

Our child safeguarding policy includes a firm commitment to widespread dissemination among stakeholders. This entails:

- Making the policy accessible online.
- Providing translations into the main languages of our network: French, Spanish, and Arabic.
- Ensuring it is available in formats suitable for all audiences, presented in simple and clear language with straightforward formatting.

This approach aims to enhance transparency, empower children and families with knowledge of their rights, and reaffirm our steadfast commitment to ensuring their safety and well-being.

2. CHILD SAFEGUARDING GUIDELINES

2.1 PEOPLE OPERATIONS

Child Helpline International recognises that abuse can occur within organizations dedicated to the wellbeing and protection of children. Specific steps to prevent abuse can be taken during the recruitment and selection process - such as reference checks, publishing information on child safeguarding in job descriptions and interview questions covering previous engagement with children. All information gathered should remain in personnel files for future reference.

Protection checks, such as the disclosure of previous convictions or police checks (if disclosure is unavailable), are an important part of our recruitment policy and apply to all representatives with whom we have an employment relationship. Police checks specifically apply to staff who will be directly in contact with children in their professional capacity. If police



checks are impossible, other checks are put into practice and noted. Checking evidence of identity and the authenticity of qualifications, requesting self-declarations about previous convictions, and obtaining a minimum of at least two references are carried out in all cases.

All people who work for Child Helpline International are required to read, fully comprehend and sign the Child Safeguarding Policy. This signed form is kept in the personnel files.

All people joining Child Helpline International, prior to beginning employment, are required to certify that they have read and understand this Policy, which is deemed an integral part of all employment contracts. Failure to sign the Child Safeguarding Policy and Code of Conduct will result in the candidate not being appointed to the role.

2.2. CHILD SAFEGUARDING TRAINING

Upon joining Child Helpline International, individuals must complete child safeguarding training within their first two weeks of employment. This training is essential for understanding the importance of safeguarding practices and familiarizing themselves with procedures for reporting concerns. Additionally, annual refresher training ensures that staff remain updated on best practices and policies in child protection.

Children and families engaged in Child Helpline International programs are informed about the organization's commitment to child safeguarding and are educated on how to raise concerns if they have worries about a child.

Central to these efforts is the designated Child Safeguarding Focal Point, known to all staff, children, and their families directly involved in Child Helpline International programs. This focal point plays a crucial role in overseeing the reporting and management of safeguarding concerns, ensuring a proactive and responsive approach to child protection within the organization.

2.3 STRATEGY

Each strategic period should include revision and, if needed, updating of the Child Safeguarding Policy followed by a training on the new strategy and introduced changes. This can encompass updated analysis of common risks and safeguarding practices, legislation, and Child Helpline International' child safeguarding knowledge and capacity.

Next review will take place half way through our next strategic period 2025-2030.

2.4 RISK MANAGEMENT AND MITIGATION STRATEGY

To ensure the highest standards of safety and protection, Child Helpline International is committed to conducting comprehensive risk assessments for all operations, programs, and project activities. These assessments will identify potential risks to children, and subsequently, risk mitigation strategies will be developed and implemented. All identified risks will be documented in our risk registry and monitored by designated risk owners, ensuring ongoing vigilance and responsiveness. These strategies, designed to minimize risks, will be incorporated into the design, delivery, and evaluation of all Child Helpline International programmes, operations, and activities that involve or impact children. This process will be guided by and in strict adherence to our risk management policy.



2.5 PORTRAYING CHILDREN IN COMMUNICATIONS

We are committed to upholding the security and confidentiality of all data and communications involving children in accordance with national data protection laws. To ensure this, all hard copies of photos or documents containing children's details will be securely stored behind a locked door. Similarly, all electronic copies will be protected with passwords to prevent unauthorized access. These measures are essential to safeguarding children's privacy and ensuring the integrity of their information in our care.

SAFETY, PRIVACY AND DIGNITY - these principles are of vital importance and should be upheld in all written and visual communications that feature children.

INFORMED CONSENT AND ASSENT - for all children aged under 18 both informed consent (from the relevant caregiver) and informed assent (from the child in question) must be secured prior to gathering and using any information about them in external communications – be it written, audio or visual. This consent should be captured in an informed consent form.

POSITIVE AND RESPECTFUL PORTRAYAL - children are never portrayed as passive victims in our communications. Instead, we show them as active participants in their own lives and inside their communities. Children should also be appropriately dressed according to their culture or religion. Recording images of naked children is prohibited.

PRIVACY, ANONYMITY AND SAFETY - using an alias when writing child stories sourced from our programme countries will uphold the child's right to privacy and anonymity - and ensure they cannot be identified or traced and placed in danger. Always add a disclaimer to any external communications that feature children to state we have used a fake name (or an actor, where appropriate). Use a disclaimer when children are used in communications with which they may or may not be associated. Following these steps will ensure the child is not placed at risk of any harm.

CHOOSING CHILDREN TO PORTRAY - it is important to be aware that an internationally operating NGO choosing to portray particular children for any communications objective can be perceived as favouritism and - if managed poorly - lead to tensions among children and communities. Be sensitive to these dynamics when considering which children to approach for communications purposes. It is the general policy of Child Helpline International to use, in both on and offline publications, only images of children that are in the public domain or available for purchase and use our graphics from our internal database.

EDIT AND TRANSLATE QUOTES WITH CARE - take great care to accurately edit and translate children's quotes. Don't put words in their mouths or try to change what they have said - even if you don't agree with it! Inaccurate quotes can also breach child safeguarding standards (e.g. by exposing children to retribution from factions that can abuse them).



2.6 RULES FOR PERSONAL USE OF SOCIAL MEDIA BY STAFF AND VOLUNTEERS:

- Always write in the first person and use the organization's disclaimer when posting.
- Do not upload or share defamatory, obscene, abusive, or harmful content.
- Immediately inform the relevant staff member if you observe another staff member violating these content guidelines.
- Refrain from sharing sensitive information such as a child's name, location, or commercially sensitive details.
- Adhere to the terms of use of the social media platform or service.
- Take personal responsibility for the content shared and exercise discretion in posting and sharing.
- Understand that social media activities are monitored, and breaches of these rules may result in disciplinary action as outlined in the organization's disciplinary policy.
- Recognize that misuse of social media, especially involving child abuse images, defamation, harassment, or bullying, could have severe legal consequences.

Children and Young People Using the Organization's Services:

- This section outlines specific rules for children and young people accessing social media through the organization's ICT projects or encouraged to use social media platforms:
- Many social media platforms require users to be over the age of 13, and the organization strictly adheres to this requirement. Allowing children under 13 to use these platforms would violate terms and conditions.

Emphasis is placed on:

- Ensuring children remain anonymous and do not disclose identifiable information.
- Prohibiting them from sharing their location or arranging in-person meetings with contacts made through social media.
- Encouraging them to report any suspicious or concerning contacts promptly.

3. REPORTING

All suspicions and allegations must be shared with professional agencies that are responsible for child protection.

Doubts and signs can be reported on two levels:

3.1 WITHIN CHILD HELPLINE INTERNATIONAL

When signs or worries about abuse exist within the activities of Child Helpline International, raise the issue with the Director of Operations within 24 hours. If the concern of abuse is regarding the Director of Operations, then the issue should be brought directly to the Executive Director instead. A reporting form is available in **Annex B** for this purpose. The Director of



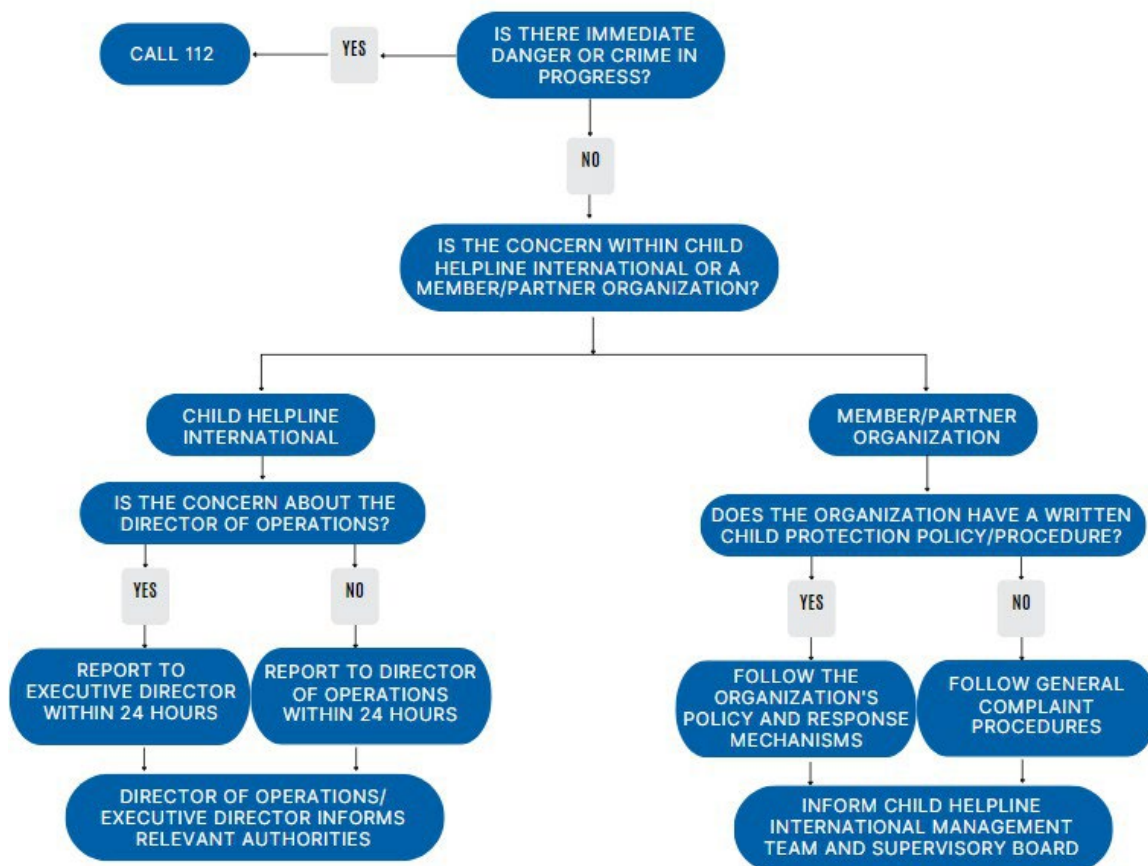
Operations is responsible for informing relevant authorities about reported concerns or incidents. In cases where the concern is about the Director of Operations, this responsibility falls to the Executive Director. In certain instances, there will be an obligation for the organization and its staff and others to report concerns to appropriate external bodies. This will usually occur as a consequence of the internal reporting procedure. However, if urgent action is required to protect children, then external reporting may occur prior to completing the internal reporting procedure. The Director of Operations (or Executive Director in cases concerning the Director of Operations) will ensure that all necessary reports are made to relevant authorities in a timely manner, in accordance with local laws and regulations.

3.2 WITH A CHILD HELPLINE MEMBER ORGANIZATION OR PARTNER ORGANIZATION

When signs of or worries about abuse happen in a project executed by a member or partner of Child Helpline International, the child protection policy and procedure of the member or project partner, including the response mechanisms, need to be followed. If such policy and/or procedure is not written down or not available, general complaint procedures can be followed and the Management Team and Supervisory Board of Child Helpline International must be informed.

The reporting flowchart, shown below, outlines the steps for reporting within Child Helpline International, and guides reporting for issues involving member or partner organizations.

REPORTING FLOWCHART





4. RESPONDING

The best interests and safety of the child(ren) and witnesses must be paramount to any response undertaken in order to protect their safety, physical and psychological health and welfare, and to respect their rights to confidentiality, equality and access to justice.

Every Child Helpline International representative, upon learning about child safeguarding concerns, is obligated to ensure that the child is safe and that parents/legal guardians are informed. The child also has the right to contact the police or social services. Child Helpline International representatives are responsible for acting in line with local legislation, which may mean that it is mandatory to report a child safeguarding concern to the authorities. Even if not mandated by law, potential referral to authorities might be made when it is deemed safe and appropriate, considering the best interests of the child and the circumstances of the concern. Potential suspension during the investigation is considered in cases where the safety of children or the integrity of the investigation is at risk.

Guidance on handling a disclosure from a child is attached in **Annex A** to this policy.

The next step is an investigation. Investigations are survivor-centered and promote a child-driven and equitable process. Child Helpline International will retain the services of an external investigator to manage an incident. Investigation reports include remedial steps and personnel actions to address the concern, and any long-term actions required to safeguard children and improve systems.

Child Helpline International staff are required to cooperate and participate in any internal or external investigation and maintain the appropriate levels of confidentiality. Failure to avail oneself, destruction or withholding evidence, or refusal to cooperate with the investigation, will result in disciplinary action, up to and including termination.

In circumstances in which a representative resigns or otherwise leaves Child Helpline International employment or engagement, investigations must continue, and an investigative conclusion reached.

Depending on the outcome of the investigation, including findings that substantiate concerns about child safeguarding or other serious misconduct, immediate termination of the contract may be considered as a necessary course of action to uphold the organization's commitment to child safety and integrity.



GLOSSARY OF TERMS

Child: a person under the age of 18 years, as outlined by the UNCRC.

Child abuse: anything which individuals, institutions or processes do or fail to do which directly or indirectly harms children or damages their prospect of safe and healthy development into adulthood. The main categories of child abuse are physical abuse, emotional abuse, neglect/negligent treatment, sexual exploitation & abuse and exploitation.

Child exploitation: the actual or attempted abuse of a position of vulnerability, power differential, or trust for the benefit of the individual leveraging their position, power, privilege, or wealth (through enticement, manipulation, coercion or trickery) to engage a child in labour, domestic servitude, forced criminality, soldiering or organ harvesting. Typically, the person(s) exploiting a child does so in order to profit monetarily, socially, or politically. It can happen to one or a group of a children, in the community of origin, outside of the community, or internationally. The exploitation of a child may include but is not limited to: domestic servitude (e.g., cleaning, childcare, cooking, etc.); forced labour (commonly in factories or agriculture); forced criminal activities such as pickpocketing, begging, transporting drugs, manufacturing drugs, selling pirated merchandise; used for benefit fraud; forced to become a child soldier or join a gang.

Child helpline: help and support services for children, run by civil society organizations and also in some cases government bodies. Child helplines base their work on the principles of the United Nations Convention on the Rights of the Child (UNCRC). The UNCRC spells out the basic human rights that children everywhere have: the right to survival; to develop to the fullest; to protection from harmful influences, abuse and exploitation; and to participate fully in family, cultural and social life. The UNCRC also specifically gives children the right to be heard and to express their views without fear of harm or reprisal. Child helplines help ensure all children have the opportunity to be heard. Child helplines also adhere to the four core principles of the UNCRC: non-discrimination; the best interests of the child; the right to life, survival and development; and respect for the views of the child.

Child Helpline International representative: this term covers all employees, interns, volunteers, members of the Management Team and Supervisory Board, consultants, as well as anyone representing Child Helpline International in any capacity.

Child protection is making the world safe for children. It is our programmatic area of work aimed at protecting children from all forms of abuse and exploitation in all regions of the world. Child Protection responses are macro-level in scale and involve holistic approaches to meet the social and legal protection needs of children and their families within vulnerable communities.

Child safeguarding: The set of policies, procedures and practices that we employ to ensure that Child Helpline International is a child safe organization. Child Safeguarding about is making Child Helpline International safe for children. It involves our collective and individual responsibility and preventative actions to ensure that all children are protected from deliberate or unintentional acts that lead to the risk of or actual harm by Child Helpline International staff, representatives and third parties, who come into contact with children or impact them through



our development interventions, humanitarian responses and operations. This includes our direct program implementation, work through partners and management of children's personal data.

Child welfare is making the community safe for children. It includes claims of child abuse that happen external to Child Helpline International and/or that are required by law or local norms to be reported to local authorities, which may include familial, communal or institutional child abuse allegations.

Emotional abuse: harm to a child's emotional, intellectual, mental or psychological development. This may occur as an isolated event or on an ongoing basis. Emotional abuse includes but is not limited to any humiliating or degrading treatment (e.g., bad name-calling; threats; yelling, screaming, or cursing at; teasing; constant criticism; belittling; persistent shaming; etc.), failure to meet a child's emotional needs, and rejecting, ignoring, terrorizing, isolating or confining a child.

Sexual exploitation: refers to any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, perpetrated against the children and families they serve.

Sexual abuse is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions, perpetrated against the children and families they serve.

Neglect/Negligent Treatment: the failure to meet a child's basic physical and/or psychological needs either deliberately or through negligence. Neglect includes but is not limited to failing to provide adequate food, sufficient or seasonally-appropriate clothing and/or shelter; failing to prevent harm; failing to ensure adequate supervision; failing to ensure access to appropriate medical care or treatment or providing inappropriate medical treatment (e.g., administering medication when not authorized); or failing to provide a safe physical environment (e.g., exposure to violence, unsafe programming location, unsafe sleeping practices, releasing a child to an unauthorized adult, access to weapons or harmful objects, failing to child-proof a space that children will occupy, etc.).

Physical Abuse: non-accidental use of physical force that inadvertently or deliberately causes a risk of or actual injury or suffering to a child. Physical force includes but is not limited to hitting, shaking, kicking, pinching, pushing/pulling, grabbing, burning, female genital mutilation, torture, and other physical acts. Physical injury or suffering may include but is not limited to bruises, marks, soft tissue swelling, hematomas, fractures, sprains, dislocation, burns, damage to organs, death, permanent disfigurement, and any other non-trivial injury.



DECLARATION

Statement of commitment to Child Helpline International Child Safeguarding Policy and Code of Conduct applicable to Child Helpline International representatives (paid or unpaid), consultants, contractors and third parties, associates, trustees, interns, volunteers, invited visitors, donors and any person/organization associated with Child Helpline International.

I have read and understood my responsibilities outlined in this Child Safeguarding Policy and Code of Conduct. I agree with the terms contained therein and accept the importance of complying with the provisions at all times while working with or representing Child Helpline International in any way.

I declare that I have never been convicted of any offence involving any type of harm to a child, children, young or vulnerable person, nor have I ever been warned or cautioned in relation to such a matter. I also declare that there are no civil or criminal proceedings of any nature pending against me at the date of this declaration relating to any allegation concerning any type of harm to a child or children.

I understand that the consequences for non-compliance could have serious repercussions.

Name & Surname
(capital letters)

Signature

Date



ANNEX A

GUIDANCE ON HANDLING A DISCLOSURE FROM A CHILD¹

What should you do if a child comes to you and tells you that they are being abused? It's normal to feel overwhelmed and confused in this situation. Child abuse is a difficult subject that can be hard to accept and even harder to talk about. Children who are abused are often threatened by the perpetrators to keep the abuse a secret. Thus, telling an adult takes a great amount of courage.

Children have to grapple with a lot of issues, including the fear that no one will believe them. So, care must be taken to remain calm and to show support to the child throughout the disclosure phase. The following guidelines will help lessen the risk of causing more trauma to the child and/or compromising a criminal investigation during the disclosure phase.

RECEIVE:

- Listen to what is being said without displaying shock or disbelief. A common reaction to news as unpleasant and shocking as child abuse is denial. However, if you display denial to a child, or show shock or disgust at what they are saying, the child may be afraid to continue and will shut down.
- Accept what is being said without judgement.
- Take it seriously.

REASSURE:

- Reassure the child, but only so far as is honest and reliable. Don't make promises that you can't be sure to keep, e.g. "everything will be all right now". Reassure the child that they did nothing wrong and that you take what is said seriously.
- Don't promise confidentiality- never agree to keep secrets. You have a duty to report your concerns.
- Tell the child that you will need to tell some people, but only those whose job it is to protect children.
- Acknowledge how difficult it must have been to talk. It takes a lot for a child to come forward about abuse.

REACT:

- Listen quietly, carefully and patiently. Do not assume anything – don't speculate or jump to conclusions.
- Do not investigate, interrogate or decide if the child is telling the truth. Remember that an allegation of child abuse may lead to a criminal investigation, so don't do anything that may jeopardise a police investigation. Let the child explain to you in his or her own words what happened, but don't ask leading questions.
- Do ask open questions like "Is there anything else that you want to tell me?"
- Communicate with the child in a way that is appropriate to their age, understanding and preference. This is especially important for children with disabilities and for children whose preferred language is not English.

[handling disclosure from a child 0.pdf \(britishcouncil.org\)](#)



- Do not ask the child to repeat what they have told you to another member of staff. Explain what you have to do next and whom you have to talk to.
- Refer directly to the named child protection officer or designated person in your organization (as set out in the organization's child protection policy).
- Do not discuss the case with anyone outside the child protection team.

RECORD:

- Make some very brief notes at the time and write them up in detail as soon as possible.
- Do not destroy your original notes in case they are required by Court.
- Record the date, time, place, words used by the child and how the child appeared to you – be
- specific. Record the actual words used; including any swear words or slang.
- Record statements and observable things, not your interpretations or assumptions – keep it factual.

ANNEX B

REPORTING FORM

Child's name:	Case no:
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Reporting details:		
Time:	Date:	
Place:		
Referrer's details:		
Name:		
Address:		
Contact telephone no:		
Occupation:		
Relationship to child		
Child's details (where available):		
Name:		
Age:	Date of birth:	Gender:
Address:		
Household structure:		
School:	Class:	Teacher:
Ethnicity/Tribe:	Language spoken:	
Religion:	Any Disability:	
Identity no:	Status/whose legal responsibility:	



Details of concern: what, who, where, when (including child's words if possible):

Alleged Perpetrator's details (if known):

Name:

Address:

Age:

Date of birth:

Employment details:

Nature of job:

Identify if CHI or partner agency is the employer:

Relationship, if any, to child:

Current location of alleged perpetrator:

Current safety of child including location:

Has emergency medical attention been required?

Provided by:

Who else knows? Include contact details.

Agencies:

Family members or other individuals:

Actions taken to date e.g. Referral to police, children's services, social welfare, other.
Give contact details and date and time of action.

Referral taken by (where possible, Director of Operations):

Name:





Position and Location:

Date:

Signature (on hard copy):

Action to be taken

Decision made by Director for immediate action as agreed in Child Safeguarding Policy? (Please specify who is to do what and when and give names and contact details of people to be contacted.)

Referral to police (if not, why not?) Yes/No

Referral to Local Authority for child protection /welfare Yes/No

Other action required to ensure child not at further risk from alleged perpetrator:

Referral for medical treatment/ to meet health needs Yes/No

Signature of person arranging above action:

ANNEX C

CODE OF CONDUCT

Last updated: August 2023



Child Helpline International work is based on deeply held values and principles. It is essential that our commitment to children's rights is supported and demonstrated by all members of staff, volunteers and other representatives. If any of us fails to act in a way that is consistent with our values and principles, we fail as an organisation.

The Code of Conduct applies to all Child Helpline International representatives: employees, interns, volunteers, Youth Advisory Council, members of the Management Team and Supervisory Board, consultants, and anyone else representing Child Helpline International in any capacity.

The Code of Conduct provides clear guidance on what we expect from Child Helpline International representatives, as well as examples of conduct that will always be unacceptable.

It is the responsibility of us all to ensure our behaviour is consistent with the values and principles of Child Helpline International, set out in the Code of Conduct.

Any breach of this Code of Conduct will result in appropriate disciplinary action up to and including dismissal. Child Helpline International reserves the right to claim from representatives any financial or non-financial damages caused by their breach of the Code of Conduct.

Child Helpline International is dedicated to creating an inclusive and positive environment for everyone. As a diverse and dynamic network of child helplines, we celebrate our uniqueness and differences. With our ambition to lead in the promotion of psycho-social health and wellbeing for children and young people, we lead by example as the people representing Child Helpline International.

The Code of Conduct is meant to serve as a fundament of creating safe and supportive work environment. Child Helpline International is committed to reflect and review this document every 12 months. It is responsibility of Operations Officer to facilitate this process, which is due to happen Q3 each year.



GENERAL CONDUCT

Child Helpline International representatives will:

- respect the basic rights of others by acting fairly, honestly and tactfully, and by treating people with dignity;
- maintain high standards of personal and professional conduct;
- protect the safety and well-being of themselves and others to the best of their ability;
- protect the organisation's assets and resources;
- report any matter that breaks the standards contained in this Code of Conduct.

Child Helpline International representatives will not:

- engage in sexual relations with anyone under the age of 18, or abuse or exploit a child in any way
- exchange money, employment, goods or services for sexual favours
- drink alcohol or use any other substances in a way that adversely affects their ability to do their job or affects the reputation of the organisation
- be in possession of, nor profiting from the sale of, illegal goods or substances
- accept bribes or significant gifts from governments, beneficiaries, donors, suppliers or others, which have been offered as a result of their employment
- undertake business for the supply of goods or services to Child Helpline International with family, friends or personal contacts or use Child Helpline International assets for personal benefit
- behave in a way which threatens the security of themselves or others
- use the organisation's computer or other equipment to view, download, create or distribute inappropriate material, such as pornography.

HOW WE WORK

As Child Helpline International representatives, we act in line with the following at all times:

ACCOUNTABILITY & TRANSPARENCY - We want to bring lasting impact with our projects and programmes. We do this by taking full responsibility for all our actions. Should that ever not be the case, we accept the consequences this may have and we learn from them. We commit to reporting all actual or suspected violations of our policies, including this Code of Conduct.

RESPECT AND INCLUSION- We work towards a shared mission. We are a team and as such, we treat everyone we encounter with respect and ensure equal access to opportunities and resources. Every Child Helpline International representative is treated in a fair and unprejudiced way. **We have a zero-tolerance policy towards any kind of discrimination in all our activities and operations.** We also promote the wellbeing of our staff, protect sensitive information and never abuse our power.

LEARNING & OPENNESS: We build spaces for engagement, reflection and developing competencies central to our work. We are committed to continually learn from and evaluate our work together, reflecting on and sharing both our successes and failures to grow as individuals and the team.



ACCOUNTABILITY & TRANSPARENCY

FOLLOW OUR POLICIES

You must read and comply with our organisational policies and procedures. Any breach of Child Helpline International policies can lead to appropriate disciplinary action. Child Helpline International reserves the right to claim from representatives any financial or non-financial damages caused by their breach of the Code of Conduct.

YOUR RESPONSIBILITY

Each of us carries out the duty of fulfilling their tasks in a timely manner and to the best of our abilities, and solving any issues that may occur (with support from the rest of the team if needed).

BE PROFESSIONAL

Representation: Be aware that you are representing the organisation both during and beyond working hours and must therefore not indulge in any behaviour that may compromise the integrity or professionalism of Child Helpline International in any way.

Confidentiality: Be aware that the data and information you handle in your work might be confidential and as such must not be shared with third parties, unless agreed on by Child Helpline International and relevant partners, relevant persons are informed, and such agreement is documented by Child Helpline International.

Personal appearance: Wear clothes that are appropriate to the local context, are culturally sensitive and non-offensive.

Alcohol and drug abuse: Substance abuse may negatively affect your health and performance at work, as well as your commitment to Child Helpline International and our goals. Being under the influence of alcohol, drugs and/or other substances while carrying out your work or representing Child Helpline International is not tolerated.

Reputational risk: We all have a responsibility to protect the reputation of the organisation. This reputation could be damaged by any actions that are perceived to be dishonest, disrespectful, incompetent, inappropriate or not aligned with our organisational commitments.

PROTECT OUR RESOURCES

All resources of Child Helpline International have the sole purpose of helping us to reach our goals. They are not for the personal gain of Child Helpline International representatives.

You must make every effort to protect all Child Helpline International property and assets - particularly those that are in your custody or control and are your responsibility. Any harm, loss or misuse of equipment should be reported to your line manager immediately.

Intellectual property is not to be used to misrepresent Child Helpline International. This includes our name, logo, copyright and other property (information, reports, etc.).



ADHERE TO THE LAW

As an organisation, we believe it is vital we respect the laws and culture of the countries we work in. We expect you to familiarise yourself with and adhere to the laws of the country in which you are working / visiting.

AVOID CONFLICTS OF INTEREST

We do not accept any personal, financial or other conflicting interests that may compromise your capability or willingness to perform your work.

A conflict of interest may arise where the impartial and objective exercise of your function is compromised for reasons involving personal relationships, emotional considerations, political beliefs, national affinity, economic interest or any other interest. In the event an action undertaken by you represents a potential conflict of interest, you shall refrain from carrying out that action. You should refer the matter to your line manager, who will evaluate and confirm in writing whether or not a conflict of interest exists.

Where a conflict of interest is found to exist, the risk associated with the conflict must be assessed by a third party and mitigating measures must be taken. You will find more details in our Anti-Fraud and Anti-Corruption Policy.

MANAGE OUTSIDE ACTIVITY

If you want to work (paid or unpaid) in any way that competes with the mission and vision of Child Helpline International, you must inform your line manager about it in written and obtain their approval.

SPEAK UP!

You have an obligation to report actual or suspected violations of this Code of Conduct and its related policies and procedures to your line manager, a member of the Management Team or Internal Confidential Advisor*.

All signatories are required to cooperate with all internal and external investigations, as well as donor audits. This includes attending all necessary meetings, answering all questions accurately and fully, and maintaining the confidentiality of the investigation. You may not obstruct, hinder or delay any internal investigation in any way. The obligation to cooperate may extend to providing truthful information as part of legal proceedings and investigations involving Child Helpline International or its representatives.

Child Helpline International does not tolerate any form of intimidation or retaliation against any Child Helpline International representative who makes a report regarding any possible violation of this Code of Conduct or who provides information or assistance in an investigation.

*Internal Confidential Advisor for 2023:

Kasia Smolinska

Kasia@childhelplineinternational.org



LEARNING & OPENNESS

LEARN CONSTANTLY

We believe that learning is fundamental to human flourishing. When faced with a choice between optimal efficiency or a chance to learn something new, we will choose to learn, to grow, and to better ourselves. We teach each other and actively learn from one another, and are willing to take on challenges for which we may not feel quite ready.

BE PROACTIVE

If you can address a problem now, don't wait. Waiting for a problem to resolve itself will only create additional problems along the way. Whether it's the uneven spread of projects we direct at certain regions or a problem that has been brewing with a coworker, we recognize the compounding effects of inequality, conflict, and suffering, and aim to resolve problems at their root.

FOSTER OPENNESS

The beauty of knowledge is that its value is not diminished, but rather made even greater, by sharing it as broadly as possible. When others remix, repurpose, and build upon what has been shared, cascading value is created for our network. When someone leverages that knowledge to make the world a better place, we all benefit.

EMPOWER

Every child helpline knows its own needs and values best, and our role is to collaborate in supporting mutual self-fulfilment way, not to dictate solutions. Similarly, within our own organization we aim to empower each other and support one another's goals and self-actualization, while collaborating toward common goals. We work to give voice to others, not create an echo chamber.

RESPECT AND INCLUSION

CREATE A SAFE WORKING ENVIRONMENT

- We treat others with dignity and respect, act appropriately in all our dealings with people and recognise that others have the right to hold views which may differ from our own. We approach differences of opinion with curiosity.
- We respect the cultures, norms, practices and traditions of all people and display cultural sensitivity to host communities and people in the countries where Child Helpline International works.
- We are inclusive and collaborative in our engagement with others, regardless of any individual differences. We do not disrupt the workplace or present obstacles to our colleagues' work. We support each other when we have capacity to do so and we ask for help when we need it.
- We do not make false or malicious allegations or accusations against others, and we treat any disagreement confidentially and in a sensitive manner.
- We display integrity and accountability and work to create a safe working environment for everyone.



- Child Helpline International does not tolerate any behaviour that is humiliating, victimising, bullying and / or discourteous.
- We appreciate that each of us may have different communication style and psychological needs. We approach each other with kindness and open-mindedness
- We acknowledge that feedback helps us grow. We provide feedback by referring to specific situation with objectivity and without judgments. We focus on solutions and future, not on criticism and past.
- We are taking care of our well-being. We exercise our right to rest and leisure (Universal Declaration of Human Rights, Article 24) and we all take responsibility for the atmosphere in our team.

PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA)

Child Helpline International recognises that all Child Helpline International representatives have a right to be treated with dignity and respect - and we are therefore committed to the protection of all vulnerable groups. Therefore, any proven instances of harassment, exploitation, abuse or threat of abuse will be treated as gross misconduct and, as such, will result in appropriate legal action as well as disciplinary action, up to and including dismissal.

Line managers at all levels have a particular responsibility to support and develop systems which maintain this environment.

For more information refer to our PSEA Policy.

TREAT EVERYONE EQUALLY

At Child Helpline International, we expect you to treat everyone equally, regardless of personal characteristics. These characteristics encompass age, disability, gender reassignment, marriage/civil partnership, race, pregnancy/maternity, religion/belief, sex and sexual orientation etc.

We do not tolerate microaggressions, which are a form of hidden discrimination, and are defined as a subtle derogatory behaviour in words, actions or attitudes directed at people who are discriminated against and/or who deviate from the norm. It can be disguised as humour or compliments, but is often perceived as threatening, abusive or distancing by the people who are exposed to microaggressions. Examples of microaggressions¹ can include:

- Race/Ethnicity
“I didn’t realize you were Jewish — you don’t look Jewish,” signaling that a person of the Jewish heritage has a stereotypical look. (Of course, similar statements happen to people from many backgrounds.)
- Citizenship
“Your English is so good — where are your parents from?” signaling that people with English as a second language are generally less capable of speaking English.

¹ <https://hbr.org/2022/05/recognizing-and-responding-to-microaggressions-at-work>



- Class
“You don’t seem like you grew up poor,” signaling that someone from a particular socioeconomic background should look or behave a certain way.
- Mental health
“You don’t seem like you are depressed. Sometimes I get sad too,” minimizing the experiences of people with mental illness.
- Gender
“Don’t be so sensitive,” signaling that someone, likely a woman, is being “too emotional” in a situation where a man would be more objective.
- Sexuality
“Do you have a wife/husband?” which assumes heteronormative culture and behaviors, versus more inclusive phrasing such as “Do you have a partner?”
- Parental status
“You don’t have kids to pick up, so you can work later, right?” signaling that someone without children does not have a life outside of work.

TREAT EVERYONE WITH RESPECT

Child Helpline International does not tolerate discrimination, harassment, sexual harassment or bullying based on any of the characteristics in the EU Charter of Fundamental Rights, Chapter 3 as well as on any other characteristics including but not limited to weight, dress etc.

TRUST

We have confidence in each of the team member, their expertise, intentions and capabilities. We allow each individual to organise they tasks and time in a way that they consider best and we learn from and celebrate this diversity of approaches.

DO NOT DISCRIMINATE

We have a zero-tolerance policy towards any kind of discrimination. Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation is prohibited in all our communications, activities, programmes and operations.

Please read and adhere to our Diversity, Equity and Inclusion Policy.

STAFF RELATIONSHIPS

If you enter into a romantic relationship with another CHI representative (or any other organisation or institution directly involved with Child Helpline International), you must inform and discuss any possible implications for the organisation / programme with your direct line manager (or the next in line in the event it concerns a relationship with your line manager) as soon as possible.



GLOSSARY OF TERMS

This section provides Child Helpline International definitions of the terminology used in this Code of Conduct. In addition, Child Helpline International representatives are also bound by the local laws of the countries in which they work.

Bribery: the offer, promise, giving, acceptance or soliciting of money, gifts or other beneficial items as an inducement to do something that is illegal or a breach of trust in the course of carrying out an organisations' activity.

Bullying: repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, which could reasonably be regarded as undermining the individual's right to dignity. Examples of bullying include:

- Manipulation of the victim's reputation by rumour, gossip or ridicule.
- Preventing the victim from speaking by making repeated vocal criticisms or obscenities.
- Social exclusion or isolation.
- Manipulating the nature of the work or the ability of the victim to perform the work e.g. by overloading, withholding information or setting meaningless tasks.
- Physical abuse or threats of abuse.

Child: a person under the age of 18 years.

Child Helpline International representatives: employees, interns, volunteers, Youth Advisory Council, members of the Management Team and Supervisory Board, consultants and anyone else representing Child Helpline International in any capacity.

Corruption: the abuse of entrusted power for private gain.

Exploitation: using one's position of authority, influence or control over resources, to pressure, force or manipulate someone to do something against their will. Exploitation encompasses threats to withhold project assistance, threats to make false claims about a person in public, or any other negative repercussions in the work place or community.

Fraud: the wrongful or criminal deception by an individual with the intention of obtaining any personal gain, either directly or indirectly and immediately or later. Fraud is defined as the actual or attempted use of deceit, falsehood, or dishonest means to secure a personal benefit, and includes fraudulent conduct, corrupt conduct, forceful conduct and obstructionist conduct.

Harassment: any action or conduct - including spoken words, gestures or the production, display or circulation of written words, pictures or other material - where the action or conduct is unwelcome to the recipient and could reasonably be regarded as offensive, humiliating or intimidating. Examples of harassment include:

- verbal harassment, jokes, comments, ridicule or songs
- physical harassment including jostling, shoving, or any form of assault
- intimidating harassment including gestures, posturing or threatening poses



- visual display such as posters, emblems, or badges isolation or exclusion from social activities
- pressure to behave in a manner that the Child Helpline International representative or project participant thinks is inappropriate - for example, being required to dress in a manner unsuited to a person's ethnic or religious background.

Intimidation: to frighten or threaten someone, usually in order to persuade them to do something that you want them to do.

Retaliation: the action of harming someone because they have harmed oneself. This typically is defined as an act of revenge.

Sexual harassment is defined as any:

- Act of physical intimacy
- Request for sexual favours
- Any other act or mode of conduct - including spoken words, gestures, or the production, display or circulation of written words, pictures or other material - that is unwelcome and could reasonably be regarded as sexually offensive, humiliating or intimidating.

Examples of sexual harassment can include:

- Verbal abuse: requests or demands for sexual favours, suggestive remarks, degrading abuse or insults, jokes or tricks of a sexual nature.
- Physical abuse: gestures of a sexual nature, unnecessary touching, indecent exposure, and assault.
- Visual abuse: displaying/circulating pornographic materials.
- Any single incident can be regarded as an act of sexual harassment. Sexual harassment can be imposed by anyone upon anyone, regardless of gender and can include harassment of a person due to sexual orientation or preferences. Instances of sexual harassment will be treated as gross misconduct and may result in dismissal.

Staff member: anyone who has an employment, volunteer or internship agreement with Child Helpline International or is a structural consultant.

Theft encompasses a variety of instances including: Theft of funds or any possessions that belong to Child Helpline International; unauthorised use of and/or possession of Child Helpline International property; Serious negligence or deliberate misuse of Child Helpline International; Any attempt to steal or misuse the property of Child Helpline International or any other organisations or people involved with our mission; Unauthorised absence without due cause, or persistent absence.

Violence: Violence constitutes incidents where persons are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, health or wellbeing.



DECLARATION AND SIGNATURE

You are required as a condition of Child Helpline International employment and/or representation, to sign the declaration of commitment appearing below:

By signing this Code of Conduct, I declare to have read it in full and understood its intention, implication, and possible consequences. If I have a question about any aspect of this Code of Conduct or its related policies and procedures and their potential implications for me, I will discuss it with my line manager and/or HR. With my signature I also attest that I will read and adhere to the following policies and procedures that support this Code of Conduct:

- Child Safeguarding Policy
- Anti-Fraud and Anti-Corruption Policy
- PSEA Policy
- Employee's Handbook

Name (in capital letters)

Signature

Date

ANNEX D

Policy: Risk Management Procedure

Objective: To establish a structured approach that enables the organization to effectively identify, assess, prioritize, and respond to risks.

Responsible:  People & Operations Officer

Last updated: June 2024

Introduction

The objective of the risk management procedure is to establish a comprehensive Risk Management approach that ensures risks are systematically identified, assessed, managed, and learned from across the entire organization, including day-to-day operations and projects. This involves defining how risks are identified and evaluated, planning and implementing risk responses, and effectively communicating risk management activities. The procedure also aims to evaluate whether identified risks could materially impact the organization's business justification, maintain a risk register to document risks and related decisions, assign clear roles and responsibilities for risk management, and utilize lessons learned to enhance risk management practices. The overarching goal is to mitigate uncertainties that could affect the achievement of the organization's objectives.

Key concepts and terminology

An organization faces risks originating from every project, program, and daily operation. Therefore, a risk management role must exist within the organization. This role establishes standards, gathers information from all initiatives and daily operations, and makes decisions based on aggregated risk information.

Risk - an uncertain event or set of events that, if they occur, will affect the achievement of objectives. According to the above definition, risk includes:

- A threat: an uncertain event that could have a negative impact on objectives.
- An opportunity: an uncertain event that could have a positive impact on objectives.

These risks can affect the project objectives related to delivering the agreed scope and benefits of the product within the established timeframes, cost, and quality.

Risk Appetite - an organization's individual attitude towards taking risks, which in turn determines the level of risk the organization considers acceptable.

Risk Exposure - the extent of risk the organization is exposed to at any given moment.

Risk Tolerance - refers to the threshold levels of risk exposure that, upon appropriate approval, may be exceeded. However, exceeding these thresholds will trigger a response (e.g., the necessity to inform higher-level management of the situation).



Risk Management - the systematic application of principles, approaches, and processes to tasks involving the identification and assessment of risks, planning and implementing risk responses, and informing stakeholders about the management actions being taken regarding risks.

Risk Register – a comprehensive document or database used by organizations to systematically record and manage risks. It serves as a central repository for all identified risks, providing detailed information about each risk, its assessment, and the planned responses. The purpose of a risk register is to ensure that risks are tracked, monitored, and addressed effectively throughout the lifecycle of a project or organizational operation.

- Risk ID: A unique identifier for each risk.
- Risk Description: A detailed explanation of the risk, including what could happen and the potential impact on objectives.
- Likelihood: The probability of the risk occurring.
- Impact: The potential consequences or severity of the risk if it occurs.
- Risk Score: A combined assessment of likelihood and impact, often represented as a numeric value or rating.
- Mitigation Actions: Steps to reduce the likelihood or impact of the risk.
- Contingency Plans: Plans to be executed if the risk materializes.
- Risk Owner: The person or team responsible for managing the risk.
- Status: The current state of the risk (e.g., active, resolved, escalated).
- Review Date: The date when the risk was last reviewed.

Risk management

Risk management consists of 5 steps:

1. Identification.

Risk identification is about capturing risks that may arise at any time. Each identified risk is logged in the risk register and described as a chain: risk cause -> uncertain event -> impact on objectives.

Key Terms:

- Risk Cause: Describes the source of the risk (i.e., event or situation triggering the risk). Often referred to as a risk factor - potential triggers (internal or external to the project).
- Uncertain (Risk) Event: Describes the area of uncertainty (threat or opportunity).
- Risk Effect: Describes the impact the risk would have on the project's objectives if it were to materialize.

2. Risk Assessment

Risk assessment consists of two steps: estimation and evaluation. Estimation pertains to individual threats or opportunities regarding:

- Likelihood (how likely it is to occur)
- Impact (in terms of the project's objectives)
- Proximity (when the risk might materialize).

Evaluation involves assessing the net effect of all risks.



Risk assessment entails evaluating the risk by considering impact, likelihood, and proximity, assigning scores ranging from 1 to 4 for each category.

The following risk assessment matrix has been developed to assess the impact, likelihood and proximity of the risk:

Impact			
1	2	3	4
Minimal impact on project objectives / day-to-day operations.	Low impact on project objectives / day-to-day operations.	Moderate impact on project objectives / day-to-day operations.	High impact (extensive damage and long-term effect) on project objectives / day-to-day operations.
Likelihood			
1	2	3	4
Very unlikely to occur	Unlikely to occur	Likely to occur	Very likely to occur
Proximity			
1	2	3	4
Distant future, unlikely to materialize in the near term	Medium-term, could materialize within the project timeframe but not immediately	Near-term, likely to materialize in the near future but not immediately	Immediate, could materialize at any moment, posing an imminent threat to project objectives

To calculate the risk score, multiply the ratings for each category. For example, if a risk has a likelihood rating of 3, an impact rating of 2, and a proximity rating of 4, the risk score would be 3 (likelihood) x 2 (impact) x 4 (proximity) = 24.

Based on the scores, risks are classified as: *Very High, High, Medium or Low.*

Category	Score	Description
Low Risk	≤ 31	Risks in this category have a low likelihood of occurrence and minimal impact on project objectives / day-to-day operations. While they should still be monitored, they typically do not require extensive mitigation efforts unless their likelihood or impact increases over time.
Medium Risk	32 to 47.	Risks in this category have a moderate likelihood of occurrence and moderate impact on project objectives / day-to-day operations. They may require monitoring and some mitigation measures but may not demand immediate attention compared to higher-risk categories.



High Risk	48 to 59	These risks pose a considerable threat to the project / day-to-day operations, with a high likelihood of occurrence and significant impact. They require proactive management and mitigation efforts to minimize their potential impact on project objectives.
Very High Risk	60 to 64	These risks represent the highest level of concern, indicating a high likelihood of occurrence, significant impact on project objectives / day-to-day operations, and imminent or immediate proximity. Risks falling in this category require immediate and comprehensive mitigation strategies.

3. Planning.

Planning involves preparing specific responses to identified threats or opportunities. The table below outlines possible categories of responses to threats and opportunities:

Response Options	Application
Avoiding the threat. Seizing the opportunity.	Turning uncertainty into certainty by removing the risk (often by eliminating the cause of the threat or implementing the cause of the opportunity).
Reducing the threat. Strengthening the opportunity.	Taking action now to change the probability or impact of the risk. Making the opportunity more likely or increasing its impact if it occurs.
Transferring the risk (threat or opportunity)	An option aimed at transferring part of the risk to a third party. It may also apply to opportunities where the third-party gains cost benefits, while the original risk taker gains another benefit.
Sharing the risk (threat or opportunity)	Applied to multiple partners, usually in a supply chain, to share risk based on loss/gain.
Accepting the risk (threat or opportunity)	An option that means "I accept the possibility" that the risk will occur, with full consequences if it does (risk exposure cannot exceed risk tolerance). Opportunities may be rejected.
Preparing a contingency plan (threat or opportunity)	An option for preparing a plan now, but not taking action now. Contingency plans are also called emergency plans.

4. Implementation.

Implementation is the step ensuring that planned responses are executed. To achieve this, a risk owners (responsible for managing, monitoring, controlling and executing specific actions) are appointed by the Management Team.



5. Communicating.

Communicating in risk management is an ongoing process. Risk-related information is incorporated into reports as agreed upon by the project coordinator/manager and their line manager, and between the organization and the donor.

Roles and responsibilities

The Management Team is responsible for reviewing and approving the overall risk management strategy, appointing risk owners, and ensuring that risks are identified and managed appropriately. They also monitor risk controls and the progress of action plans, reviewing the risk register and action plans quarterly, and submitting updates to the Supervisory Board annually.

Risk Owners, appointed by the Management Team, are responsible for identifying and mitigating risks in their respective areas. They ensure appropriate and effective risk controls are in place and keep the risk register updated.

The People & Operations Officer oversees the risk register and provides updates to the Management Team quarterly.

The Supervisory Board reviews the risk report and related action plans quarterly. They also review the overall risk management strategy.