

# DEPLOYMENT PACKAGE

## FOR PSEA COORDINATORS

SEPTEMBER 2020

### INTRODUCTION

This tool provides guidance to PSEA Coordinators tasked with supporting an inter-agency PSEA Program in country under Resident and/or Humanitarian Coordinators. While targeted to Coordinators who are dedicated full time to this role, the tool can be used by *anyone* who is coordinating PSEA work in country, e.g. PSEA Network co-chairs or PSEA Focal Points.

The Deployment Package is a 1-stop shop for PSEA Coordinators that are getting started in their role. It compiles the questions that a recently deployed PSEA Coordinator needs to ask themselves, and where to find the answers by linking to core resources available. The Deployment Package is **not** a compilation of all information that will support the work of the PSEA Coordinator over time but aims to cover the essentials to get started.

#### The package is structured around 4 key questions:

**Part I:** What is my role as a PSEA Coordinator?

**Part II:** Who do I work with?

**Part III:** What needs to be in place?

**Part IV:** How do I take care of myself?

The 4 questions are followed by links and introductions to global guidance and protocols, existing support networks, and specialized PSEA funds.

The Deployment Package is a deliverable of the 2020 IASC Results Group 2 on Accountability and Inclusion (RG2) Action Plan. The content of the package is based on consultations with the RG2 PSEA Technical Expert Group and 30+ practicing in-country PSEA Coordinators.

#### The PSEA Coordinator

The full-time independent inter-agency PSEA Coordinator role is a relatively new position, as endorsed by the Inter-agency Standing Committee (IASC) Principals in the 2016 [Global Standard Operating Procedures on Inter-agency Cooperation in Community-Based Complaint Mechanisms](#) (“Global SOPs”) and reinforced in the 2018 [IASC Plan for Accelerating PSEA in Humanitarian Response](#) at Country Level (“IASC Acceleration Plan”) that calls for a dedicated PSEA Coordinator in all humanitarian contexts. The need for a Coordinator is not limited to emergencies, as the minimum standards on PSEA and leadership responsibilities are the same in development, peace, and humanitarian contexts. A dedicated and independent PSEA Coordinator has been found critical to support and create momentum for the inter-agency PSEA program at the country level.

The standardized responsibilities of the PSEA Coordinator are outlined in the [Generic PSEA Coordinator TORs](#) (2019). A global Training for PSEA Coordinators based on these TORs is available as part of IOM’s PSEA Coordinator capacity building activities. As the training is carried out once a year and PSEA Coordinators need immediate guidance to get started, the Deployment Package is a complementary tool to the global training and is rooted in the PSEA Coordinator TORs.

# PART 1

## WHAT IS MY ROLE AS A PSEA COORDINATOR?

### 1.1 What are my responsibilities?

The PSEA Coordinator is responsible for overseeing and supporting the inter-agency PSEA Program in country. The PSEA Program consists of the strategic leadership priorities as operationalized by implementation of the PSEA Network Work Plan. The PSEA Coordinator role was standardized in the [Generic PSEA Coordinator TORs](#), including the following responsibilities:

- Establish the PSEA in-country Program
- Oversee the PSEA Network
- Strengthen PSEA within Organizations
- Engage Stakeholders
- Establish/Strengthen an inter-agency CBCM
- Promote Information sharing

The Coordinator responsibilities as laid out in the TORs describe the full support needed to coordinate a PSEA Program. If there is no PSEA Coordinator in country, these responsibilities should be delegated to other actors in country. For more information, see: [the FAQs on inter-agency PSEA](#). (FAQ 7. What happens if there is no PSEA Coordinator in our response?; FAQ 8. How does the PSEA Coordinator role compare to the PSEA co-chairs role?)

### 1.2 What are the limits to my responsibilities?

The PSEA Coordinator contributes to collective PSEA efforts and their presence does not replace individual agency commitments. For instance, the PSEA Coordinator never investigates SEA allegations, however the Coordinator should support Network members on request in strengthening their investigation capacity. (See Section: Strengthen PSEA within organizations of the [Coordinator TORs](#)). The inter-agency Coordinator's work builds off – but does not replace – the work of the PSEA Focal Points appointed in each organization, who hold the responsibility to support PSEA within their organization and contribute to the collective on their organization's behalf. (see Question 2.1 for the role of PSEA Focal Points).

The PSEA Coordinator role is limited to PSEA. SEA is a form of Gender-Based Violence committed by aid workers. Despite important overlaps, the Coordinator role on PSEA should be distinguished from sexual harassment and safeguarding, as there are collective commitments unique to PSEA for Coordinators to support and report on. Depending on the country context and risk factors, leadership may wish to include broader safeguarding initiatives under the PSEA Network workplan; the Coordinator should therefore be familiar with these distinctions to carve out limits of their role and engage with actors who do hold accountability for harassment and safeguarding. For more information, see the [BOND safeguarding definition](#) and the [UN Glossary on PSEA](#).

### 1.3 What are the principles that will guide my work?

The [IASC Six Core Principles Relating to Sexual Exploitation and Abuse](#) are at the core of the PSEA Coordinator's work. Note that Principle 4 was updated in 2019; the other principles of 2002 remain the same, reflecting the standards of conduct for all aid workers. Translators without Borders and the IASC created a [plain language version of the 6 principles](#) (2002), and [translated the 6 principles in 100-plus languages](#). In all contexts where aid organizations work, the PSEA Coordinator's effort are supported by the standards of conduct that incorporate the Six Principles and prohibit sexual misconduct by personnel (e.g. the [Secretary-General's Bulletin on SEA](#) for the UN-wide system).

When a humanitarian response is triggered, the [Humanitarian Principles](#) of humanity, neutrality, impartiality and independence also underly the PSEA Coordinator's work. The [Core Humanitarian Standard on Quality and Accountability \(CHS\)](#) is a framework consisting of Nine Commitments made to people affected by crisis, which organizations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. Indicators relevant to PSEA and Sexual Harassment are integrated throughout the CHS, and the [CHS PSEAH Index](#) compiles 22 such indicators that are most relevant to PSEA work.

The PSEA Coordinator should implement a survivor-centered approach throughout the PSEA Program. For more information, see the [Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming](#), the [IASC GBV Case-management Guidelines](#) (in particular 2.2.2 on explaining confidentiality and its limits), the [IASC Best Practice Guide on inter-agency CBCMs](#) (in particular Chapter 4: Intake and review of complaints), the [UN Victim Assistance Protocol](#) (in particular section 3: Principles), the [Caring for Child Survivors of Sexual Abuse Guidelines](#), and the [FAQs on inter-agency PSEA](#) (FAQ 45: How do we respect both victim consent and mandatory reporting obligations?).

For more information on the Do No Harm principle and protection principles, see the [IASC Policy on Protection in Humanitarian Action](#).

As PSEA is an integral part of Accountability to Affected Populations (AAP), find more information on linkages and principles in the IASC's [Essential Linkages Between AAP and PSEA](#) and the [IASC Revised Commitments on Accountability to Affected Populations \(CAAP\)](#).

## 1.4 What are my reporting lines?

The PSEA Coordinator reports to the senior-most UN leadership in country (RC/HC or equivalent), as they are ultimately responsible for collective PSEA in country. Senior leaders are an important ally in explaining the PSEA Coordinator role to others and regular engagement and support of senior leadership is important for the success of the role. For more on the reporting lines of the PSEA Coordinator and the role of leadership in-country, see the [Coordinator TORs](#), [IASC Acceleration Plan](#), and Question 2.1).

Unless funded directly by the Resident Coordinator Office (RCO) or equivalent, or the Coordinator is deployed through a roster system, a Coordinator's contract will be held by one organization in country. It is good practice that the PSEA Coordinator does not report solely to the organization that is providing funding for the PSEA Coordinator contract, but rather has accountability to and oversight from the RC/HC. This way, the PSEA Coordinator can maintain their independence and direct access to leadership. It is important when starting the role to both clarify reporting lines and identify who will support the Coordinator with administrative issues that may arise, as reporting lines and administrative support may come from separate bodies.

## 1.5 How do I get oriented on arrival?

Upon arrival in country, especially if an unfamiliar region, the PSEA Coordinator should orient themselves to the context. Take time to learn about the local culture and its potential effects on (P)SEA, for instance the cultural barriers to reporting, attitudes about gender and sex, and the perceptions of the community about aid workers. The Gender Advisor and AAP Coordinator (if in place) can be helpful here.

Immediately on arrival, the Coordinator should also:

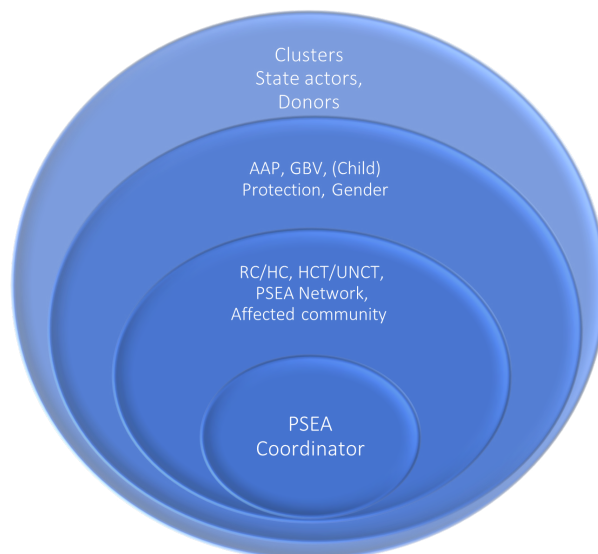
- Learn early on the UN coordination structure in country and how it differs from the [standard humanitarian response](#) in ways that could affect relationships with the wide variety of actors the Coordinator will engage with.
- Review the latest HNO/HRP and/or consult colleagues in the RCO to learn where funding is being directed, priority initiatives, and strong personalities.
- Attend meetings of the Inter-Cluster Coordination Group and NGO Coalition (or equivalents) to pick up on any coordination dynamics and identify potential PSEA allies.
- Understand how aid is delivered (e.g. is the UN implementing directly or working through partners?) and how civil society, the government, and local NGOs engage with the UN in-country, as these factors will directly impact the design of the PSEA Program.

# PART II

## WHO DO I WORK WITH?

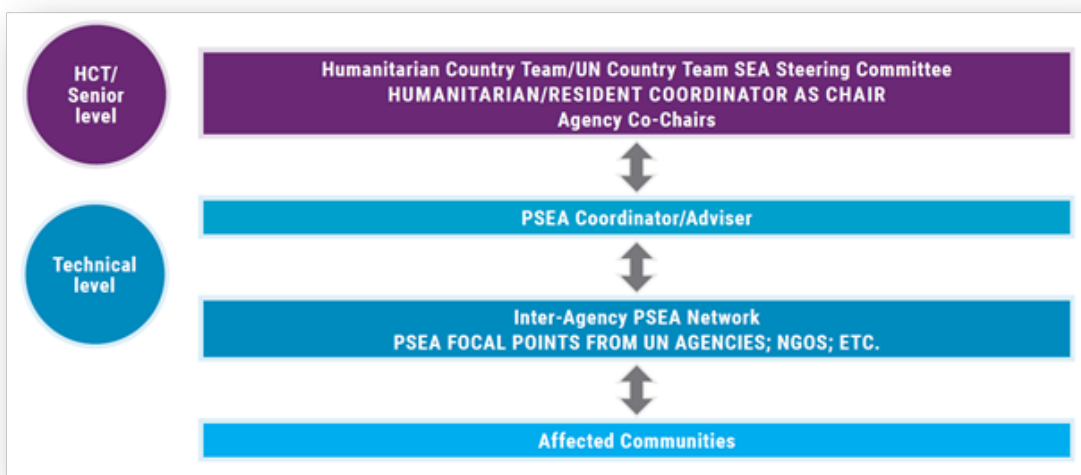
As indicated in the diagram, the PSEA Coordinator works with all actors:

1. Actors with defined PSEA roles: the RC/HC, the HCT/UNCT, the PSEA Network, and the affected community
2. Key sectors (e.g. AAP, GBV, Protection, Child Protection, Gender) to collaborate on activities
3. Actors to engage in risk reduction / safer programming: Clusters and the ICCG
4. Actors that have strong influence on PSEA activities: State actors and Donors



### 2.1 Who is included in the interagency PSEA structure at country-level?

The below diagram depicts the proposed inter-agency PSEA structure at country level (Source: [IASC Acceleration Plan](#)). The PSEA Coordinator provides both support to the strategic/senior level and technical level of the in-country PSEA structure. Clearly defined roles and responsibilities for all actors under this structure promote efficiency and sustainability of the PSEA Program.



**RC/HC/(D)SRSG:** This senior leader is ultimately responsible for ensuring a PSEA Program is functioning in country, leads the UNCT/HCT (or equivalent) in overseeing said Program, and is actively advised by the PSEA Coordinator. The [Management and Accountability Framework \(MAF\)](#) is the source of accountability of the UN Development and Resident Coordinator System, and notes that the senior leadership responsibilities on PSEA do **not** change when an emergency is triggered, and the HC role is appointed. The corresponding HC leadership role is articulated in the [2015 IASC Principals Statement on PSEA](#). The [Office of the UN Special Coordinator on improving the UN response to sexual exploitation and abuse](#) is currently developing a UN Manual on PSEA that will be the definitive guide for leadership on PSEA (anticipated date of release 2021). For more, see the [FAQs on inter-agency PSEA](#) (FAQ 1. What are the responsibilities of senior-most UN leadership in country?).

**Senior-level oversight body or “Steering Committee”:** The senior-level body consists of all heads of offices in country, typically the HCT, UNCT, or other comparable body (see the [Generic HCT TORs](#)). If no appropriate body exists, or the HCT/UNCT wishes to designate a dedicated leadership body, a new “Steering Committee” can be created to oversee the activities of the PSEA Network Work Plan. The PSEA Coordinator engages with this senior-level body to report on the implementation of the Work Plan – including any necessary advocacy for human and financial resourcing – and to design the PSEA Strategy (see Part III). For more, see the [FAQs on inter-agency PSEA](#) (FAQs 3-4 on oversight of collective PSEA implementation in country).

**PSEA Network:** The PSEA Network (interchangeably called Task Force) consists of member organizations in country (NGO and UN) as represented by their PSEA Focal Points. It is the primary body for technical-level implementation and coordination of PSEA activities in country via the PSEA Network Work Plan (see Part III) and is overseen by the senior-level oversight body. The PSEA Coordinator assists in the design, monitoring, and reporting on the Work Plan; supports collaboration between the Network and clusters; and makes sure that the Network has clear TORs (see Part III). For more, see the [FAQs on inter-agency PSEA](#). (FAQs 9-12 on the role of the PSEA Network).

**PSEA Focal Points:** The PSEA Focal Points represent their organization in the PSEA Network and support PSEA within their organization on behalf of their Head of Office. The PSEA Coordinator provides support and enables capacity building opportunities for PSEA Focal Points. Generic PSEA Focal Point TORs that organizations can tailor are forthcoming from the IASC. For more, see the [FAQs on inter-agency PSEA](#). (FAQ 13. What are the roles and responsibilities of an in-country PSEA Focal Point?)

**PSEA Co-chairs:** The co-chairs, ideally one UN agency and one NGO, commit to advocate for PSEA and at the leadership level promote PSEA within the UNCT/HCT. In practice, they are often the most active Network members in achieving the deliverables of the Work Plan. The Network co-chairs are one of the closest allies to the PSEA Coordinator, and one of the Coordinator’s first tasks should be to define the responsibilities in overseeing the Network between themselves and the co-chairs. For more on the co-chair role, including a comparison of the role of the Coordinator to that of the Network co-chairs, see the [FAQs on inter-agency PSEA](#) (FAQs 7-8).

**The affected community:** Members of the affected community feed into the PSEA Program so it is culturally appropriate and needs based. The PSEA Coordinator assists the PSEA Network to engage the affected population in program design, implementation, and adjustment, in coordination with AAP actors and others working with the affected community.

For more, see the [FAQs on inter-agency PSEA](#). (FAQs 15 & 30 on contextualizing the PSEA Program and measuring “success”).

## 2.2 How do I engage local /national organizations?

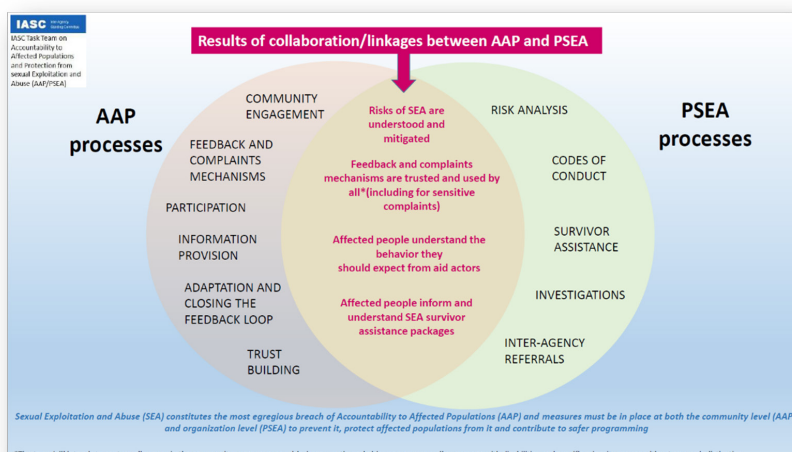
The PSEA Coordinator should engage local organizations and NGO fora in the PSEA Program, whether or not they are members of the PSEA Network, to foster information sharing and long-term sustainability of the PSEA Program. The [Coordinator TORs](#) outline the Coordinator role to proactively reach out to non-Network members. When getting started in the PSEA Coordinator role, it is recommended to carry out a mapping of NGO coalitions to learn your allies and key players. For support to identify and connect with coalitions, see the contact information for ICVA at the end of this package. To facilitate linkages in-country, it is good practice to develop and share information about the PSEA Network and PSEA Program – such as a 1-pager introduction – and your own and/or the co-chairs’ contact information online, so that local organizations are informed and can get involved.

For more information, see [FAQs on inter-agency PSEA](#) on how to engage local NGOs and implementing partners (FAQs 23-24), and the Best Practice Guide on [Inter-agency Community-Based Complaint Mechanisms](#) (Section A. Ensuring Support and Active Engagement, Chapter 2: National NGOs, CBOs, and Community Structures).

## 2.3 Which sectors will I work closely with and how?

Some thematic groups implement activities that will overlap and/or interact with the activities under the PSEA Program. While these actors may not explicitly work on PSEA, coordination with these key sectors will be vital for success of the inter-agency PSEA Program.

### ACCOUNTABILITY TO AFFECTED POPULATIONS



As reflected in the above chart, collaboration with AAP actors in country will facilitate in making the in-country PSEA Program accountable to the affected population it exists to serve. The AAP activities of community engagement, information sharing, and Complaint and Feedback Mechanisms (CFMs) are the cornerstone of a localized, needs-based PSEA program. For more on the linkages between AAP and PSEA, see the [FAQs on inter-agency PSEA](#) (Fundamentals section).

For information on the roles and responsibilities of AAP/Communication and Community Engagement (CCE) actors you may encounter in-country (including Generic TORs), and surge efforts to build capacity on community engagement in-country, see the [CDAC Network's Roster webpage](#).

### GENDER-BASED VIOLENCE (GBV) AND CHILD PROTECTION (CP)

Under the PSEA Program, survivors of SEA should have access to services that already exist. In most contexts, members of the GBV and CP sub-clusters will provide direct assistance to survivors of SEA, because they deliver the kind of specialized services that SEA survivors often require, with due consideration for confidentiality and survivors' safety. A PSEA Coordinator must work with the GBV Coordinator/GBV actors to incorporate assistance referral pathways into the SEA referral pathways under the PSEA Program (see Q 3.4 below on the inter-agency CBCM).

For further linkages with GBV see the [Handbook for Coordinating GBV Interventions in Emergencies](#) (Chapter 1.8 on Coordinating with PSEA actors), the [UN Victim Assistance Protocol](#) (on roles and responsibilities for providing services to victims of SEA), and the [FAQs on inter-agency PSEA](#) (Fundamentals: Linkages with the GBV sub-cluster). For the GBV roles of all actors across a humanitarian response, which the PSEA Coordinator can build off of and work PSEA into, see the [GBV Accountability Framework](#). For information on ensuring that the PSEA Program is easily accessible to children (e.g. awareness messages and reporting channels), see the [Best Practice Guide](#) (Section B. Structuring and Establishing a CBCM).

### PROTECTION

The PSEA Coordinator should engage with Protection actors to ensure that protection principles are in place to avoid the chance of community members being put at risk for taking part in the PSEA Program (e.g. contributing to complaint channel design of the inter-agency CBCM). Protection actors should be also be involved (whether through the cluster or the concerned agency) when an individual security/protection plan is drawn up for an SEA survivor. For more information, see the [Best Practice Guide](#) (Section B. Structuring and Establishing a CBCM).

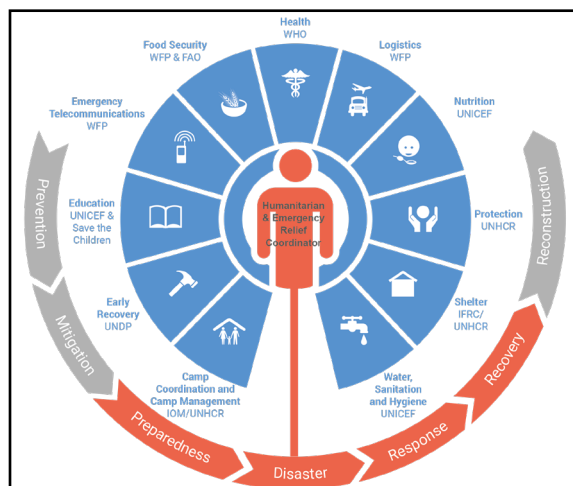
### GENDER

The PSEA Coordinator can engage with gender specialists on applying lessons learned through the

gender analysis to reduce risk, collaborating on safeguarding and risk reduction interventions, and on integrating a gender-sensitive approach to the PSEA Program. See the [IASC Gender Handbook for Humanitarian Action](#) for more on the gender analysis and targeted actions to meet the needs of women and girls.

If there is a Gender Adviser in the response, it is advisable to clarify responsibilities and reporting lines early on, as Gender Advisers have often (especially prior to the PSEA Coordinator role being articulated) advised on PSEA and may have strategic PSEA responsibilities in their TORs. Gender Advisers have established PSEA Networks, integrated PSEA in HRPs, and can – depending on experience of the Adviser – be a wealth of knowledge on PSEA coordination.

## 2.4 How do I work with other sectors/ clusters?



All clusters (or sectors / working groups outside an emergency response) should be mainstreaming PSEA. Engaging these actors on PSEA mainstreaming means working with all stakeholders across the humanitarian and development architecture to reduce risk of SEA as a cross-cutting issue. Working with sectors/ clusters – and calling upon the relevant focal points within the PSEA Network to strengthen linkages – is an efficient way to “do” mainstreaming. For more on mainstreaming, see question 3.7.

When engaging sectors and clusters it is always advisable to:

1. Know your entry points: e.g. invite the Cluster Coordinators to the PSEA Network and/or brief on PSEA at the ICCG.
2. Know your collaborators: Work jointly with GBV, Protection, and Gender specialists to avoid duplicating safeguarding initiatives or overburdening the different clusters.

3. Guide clusters to targeted risk reduction activities throughout the Humanitarian Program Cycle that are appropriate for their work and contact points with the community.

For more, see the [FAQs on inter-agency PSEA](#) (FAQ 26. How does the PSEA Network engage with Sectors/Clusters?).

## 2.5 How does the PSEA program engage with state actors?

Actors delivering on PSEA in-country will be impacted by state actors based on their authority and power of the state in which the humanitarian/development coordination structure – and therefore PSEA Program – is based. Various actors within the PSEA structure (see Question 2.1) should engage military, relevant ministries, and any other identified entities to ensure that they understand (and ideally are prepared to engage with) the PSEA Program early on, and to agree on a means to handle allegations of sexual misconduct against state actors.

To get started, the PSEA Coordinator should support leadership to develop a strategy that includes: the government's current system of protections from sexual misconduct, including their process of dealing with allegations; who the entry points are within the government to engage and build capacity; and who in the humanitarian and/or development senior leadership is already engaged with state actors in country who can bring the PSEA advocacy. The Coordinator can support with key messages while the implementation should build on existing relationships between UNCT/HCT members and relevant government actors (e.g. UNDP in a development or mixed context; OCHA's CivMil officer in an emergency response). It can be helpful to conduct a mapping or analysis of the government response and key actors early on. For more, see the [FAQs on inter-agency PSEA](#) (FAQ 27 on engaging the host government) and the [Best Practice Guide](#) (Section A. Ensuring Support and Active engagement in the CBCM; Chapter 3. Host governments).

## 2.6 How do I support engagement with donors?

Donors influence in-country PSEA Programs at the global and field level and it can be the PSEA Coordinator's role to both directly work with donor representatives and support leadership to develop a strategy for their own engagement. As with state actor engagement, it is helpful to start with a mapping of the donors that are present and active in country and their interest in engaging on PSEA. Coordinators should also be aware of the global donor standards and initiatives in safeguarding and PSEA, e.g. the OECD DAC Recommendations (see Question 3.8) and the DFID Safeguarding Hubs (see Networks, Support and Global Bodies on PSEA).

Engaging donors in-country on their expectations and how they work with their partners on PSEA can have great influence on PSEA priorities in the response. As donors are results-based, the questions that they demand of their partners will directly affect how those partners prioritize and view PSEA "success." The Coordinator, directly or through the Network, can create common messages for donors to focus attention on meaningful PSEA activities rather than "box-checking" activities. For example messages and more information, see the [FAQs on inter-agency PSEA](#) (FAQ 29 How should a PSEA Network communicate with donors?) and a list of [Key Messages for Donors on PSEA](#) developed by the IASC AAP/PSEA Task Team in 2018.

## 2.7 How does the PSEA program work with the UN Mission?

The UN Mission, where in place, will have a separate PSEA Program and Structure from the humanitarian and/or development PSEA coordination structure. It is good practice to coordinate through information sharing and seating representatives in each other's Networks (e.g. a member of the CDT joining the PSEA Network). While the Coordinator does not have direct oversight of the PSEA program of the UN Mission, his/her role as advisor to leadership makes the PSEA Coordinator an informed party that can support all UN leadership in carrying out their PSEA responsibilities at a strategic level. For more, see [FAQs on inter-agency PSEA](#) (FAQ 28 on coordinating with the Mission).

In some missions there is an appointed Field Victim Rights Advocate (FVRA) or Senior Victim Rights Officer (SVRO) who supports monitoring and coordination of the provision of assistance to SEA survivors for the UN-wide system. The existence of a FVRA or SVRO does **not** take away the PSEA Coordinator's role in integrating a survivor-centered approach in all PSEA initiatives and activities. Find more information on the role of the [HQ UN Victim Rights Advocate](#) (see also: [TORs of the VRA](#)) and the [role of a Field Victim Rights Advocate \(FVRA\)](#). FVRAs are currently operating in field missions of CAR ([MINUSA web page](#)), DRC ([MONUSCO web page](#)), Haiti ([BINUH web page](#)), and South Sudan ([UNMISS web page](#)).

# PART III

## WHAT NEEDS TO BE IN PLACE?

### Onboarding checklist: what is already in place on arrival?

Every context will be different when starting out as a PSEA Coordinator. While it is the Coordinator's role to help put in place the full PSEA Program, one rarely will start from scratch. Before getting started, a new Coordinator should assess 1) what already exists, 2) whether the structure/systems are functioning, and 3) if systems are non-existent / non-functioning, what are reasons why.

The following onboarding checklist will help to assess what is already in place to guide the approach to developing and/or strengthening an in-country PSEA Program. Guidance and tools relating to each of the "checks" immediately follows.

#### Onboarding Checklist:

- ✓ Is there a PSEA Network?
- ✓ Is there a PSEA Network Work Plan and high-level PSEA Strategy (i.e. "PSEA Program")?
- ✓ Does the PSEA Program have sustainable funding?
- ✓ Is there a means in place for monitoring PSEA?
- ✓ Has a risk assessment been done recently?
- ✓ Are there complaint channels in place that are safe and accessible to all potential SEA complainants?
- ✓ Is there an inter-agency agreement in place on complaint and survivor assistance referrals?
- ✓ Is there an inter-agency agreement in place to monitor and track SEA allegations?
- ✓ Are awareness-raising activities for affected communities being carried out?
- ✓ Are key messages and tools available in local languages?
- ✓ Is PSEA mainstreamed in the programming of sectors/clusters?
- ✓ Are organizations meeting minimum standards on PSEA?
- ✓ Is PSEA part of the humanitarian response plan?
- ✓ Is there an accessible information portal where the Network's materials and updates are stored?



### 3.1 How do we set up an efficient PSEA network?

If there is no PSEA Network in country, the PSEA Coordinator should first and foremost create the Network (see Question 2.1) and its Work Plan (see Question 3.2). If a Network exists but is not functional the Coordinator should engage leadership to learn where the de-prioritization is coming from to rebuild investment. Considerations when setting up or strengthening the Network should include membership, planned deliverables, meeting frequency, and the roles of members. It is the Coordinator's role to engage with leadership for a common understanding of what it means for their Focal Point to represent their organization in the Network, and the anticipated oversight role of the "Steering Committee" (see Question 2.1). Once agreed, all these factors should be captured in Terms of Reference to cement the Network's accountability.

#### Clear ToRs:

The PSEA Network and senior-level oversight body should have clear Terms of Reference (TORs). The PSEA Network TORs include the Network roles and responsibilities, role of the co-chairs, membership, a meeting schedule, and anticipated deliverables in line with the Network Work Plan. Generic PSEA Network TORs which can be tailored in-country are forthcoming on the IASC website. The senior-level body should include its PSEA oversight role in their existing TORs or write a dedicated set of leadership PSEA TORs. Agreed responsibilities of the "Steering Committee" are listed in the [Global SOPs](#).

For more information on how to set up an accountable PSEA Network, and its roles and responsibilities, see the [FAQs on inter-agency PSEA](#) (FAQs 9-12).

### 3.2 What is a PSEA program?

The PSEA Program (sometimes called "PSEA Mechanism") is the collective in-country prevention and response approach to SEA at both the technical and strategic level (see diagram on the next page). It encompasses the work of the PSEA Network and the senior-level body overseeing collective PSEA. The purpose of the country-level PSEA program is to strengthen collaboration between agencies to build capacity on PSEA within organizations. At the same time, strong internal PSEA capacity will strengthen the inter-agency agenda of the collective PSEA structure.

For information on how to make the inter-agency PSEA Program sustainable, contextualized, and how to implement it with limited resources or in a remote operation context, see the [FAQs on inter-agency PSEA](#) (FAQs 14-17 on the inter-agency PSEA Program; FAQs 47-48 on Funding the PSEA Program).

### Creating the high-level PSEA strategy

The PSEA Coordinator assists the senior-level body to draft a country-level joint PSEA strategy. The PSEA Strategy is a document that articulates high-level commitment to collective PSEA efforts and the way of working towards a common vision. While there is no template for a PSEA Strategy, it can include:

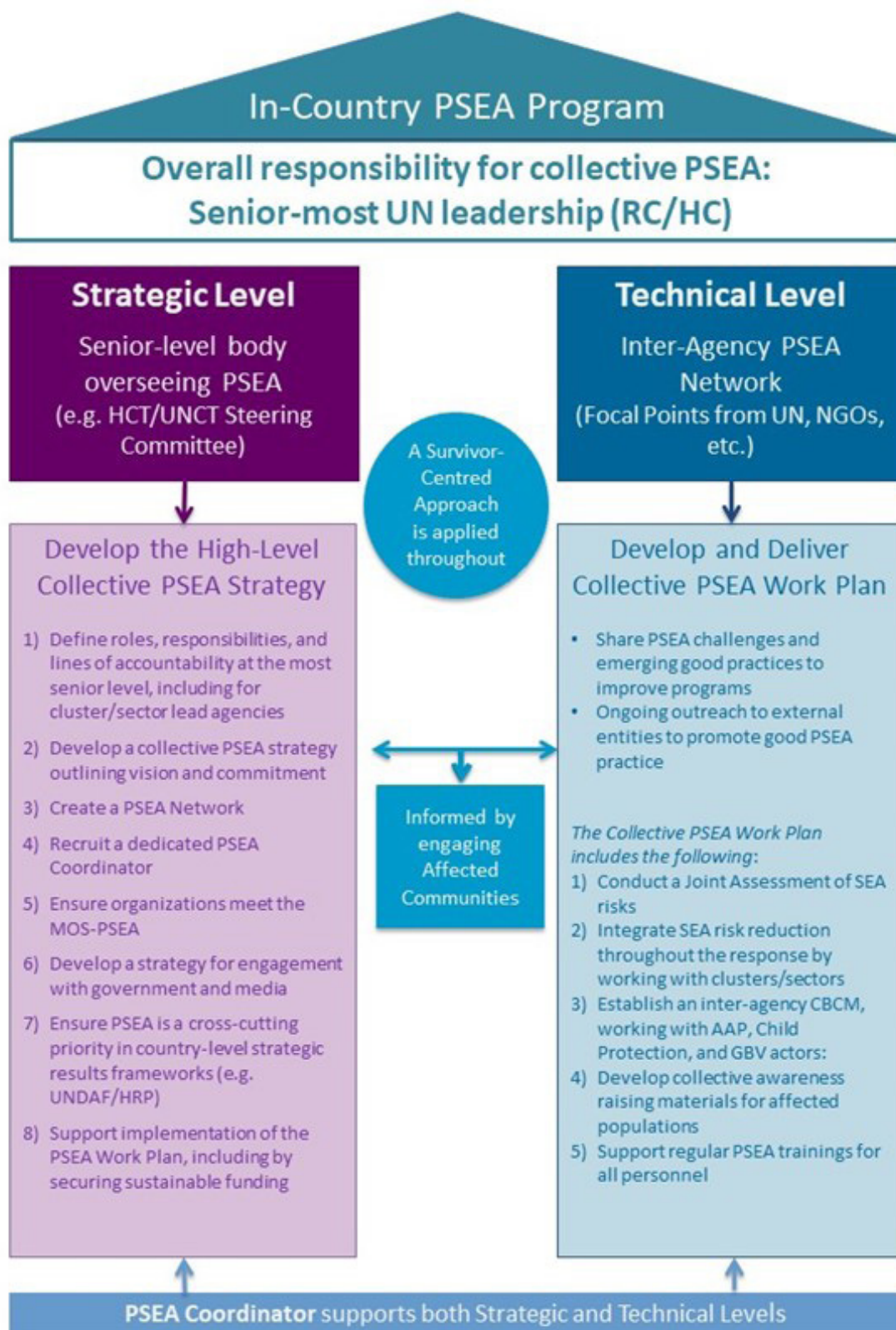
- Clear statement of support for PSEA efforts
- Roles and responsibilities of all actors under the PSEA Structure
- A vision statement describing the goals that contributing organizations are working towards
- Strategic objectives that the PSEA Program will focus on to achieve its vision statement
- Guiding principles to reinforce a common approach
- How the PSEA Program will be monitored and evaluated
- A clear plan for how the PSEA program will be sustained, including financial sustainability.

### Creating the PSEA workplan

The PSEA Coordinator supports the PSEA Network to draft their Work Plan (interchangeably called Action Plan), in line with the objectives of the PSEA Strategy. The PSEA Coordinator involves all member organizations of the PSEA Network in drafting the Work Plan, to reflect the ongoing work of members that will contribute to the joint Work Plan and identify leads on each activity throughout the membership. The Work Plan can also account for activities of the sectors/clusters on PSEA.

To be effective, the Work Plan needs to be:

- Prioritized around the greatest risks (see Question 3.3), contextually appropriate, and based on the community's identified needs.
- Easy to monitor. The indicators of the Work Plan need to be SMART (Specific, Measurable, Achievable, Relevant and Time-bound). Each activity should follow the RACI matrix, i.e. specify which actors are Responsible for carrying out the activity, who is ultimately Accountable, and which actors need to be Consulted and Informed. Learn more about how to use [SMART](#) and [RACI](#) in these two videos.
- Funded. Each activity of the Work Plan should indicate what common source of funding will be used or which organization commits to bear the costs (financial or in-kind).



## IASC Priority Outcomes to Measure PSEA Implementation at Country-level

The country-level PSEA Program should be informed by the 3 priority outcomes of the IASC, as outlined in the [IASC Acceleration Plan](#):

1. *Safe and accessible reporting*: Every affected child and adult recipient of humanitarian assistance has access to a safe, gender and child-sensitive pathways to report SEA (through community-based complaints mechanisms) that reach where humanitarian assistance reaches, are appropriate to the context and are accessible to the most vulnerable.
2. *Quality assistance for the survivors of SEA*: Every child and adult complainant/survivor is offered immediate, quality assistance (medical care, psychosocial support, legal assistance, reintegration support).
3. *Enhanced accountability, including investigations*: Every child and adult survivor of SEA who is willing has their case investigated in a prompt, safe, and survivor-centered way.

The IASC Country-Level Framework on PSEA is a global tool that offers outputs and indicators to measure success against the 3 IASC priority outcomes and the coordination structure to lead, oversee, and deliver on the outcomes. While the Framework itself is not a Work Plan, the outputs and indicators contained within it can be used to inform the priorities of the PSEA Strategy and the full range of country-level activities captured in the Work Plan to achieve those priorities. This arrangement will align tracking PSEA progress in-country with the global initiative to map PSEA achievements against the Framework. HCs, through the support of PSEA Coordinators, will contribute to this mapping, the results of which will be showcased on the [IASC PSEA Website](#). Guidance on how to measure the indicators of the Framework will be provided in a forthcoming Indicators Guidance Note.

In 2020 the [UN Development Coordination Office](#) released a UNCT Action Plan on PSEA which captures “corporate” responsibility on PSEA, i.e. measuring the PSEA standards as met by the organizations that make up the UNCT, not the inter-agency initiatives that the UNCT will oversee by the PSEA Network. Efforts are underway between the UN Working Group on SEA and the IASC to harmonize a template that will capture both measures of accountability and standardize reporting between humanitarian and development contexts.

For more information, see the [FAQs on inter-agency PSEA](#) (FAQ 30 How to measure success of the PSEA Program).

### 3.3 What should we consider in a joint risk assessment?

A SEA risk assessment provides a baseline to monitor success, helps to prevent SEA through program adjustment, raises awareness around SEA risks among stakeholders, and informs the PSEA Program design. Upon arrival, the PSEA Coordinator should verify whether a SEA risk assessment has been carried out, when, and what the scope was. Ideally the risk assessment should measure both the risk of SEA happening, and the capacity of organizations to handle SEA incidents that do occur. For the former, it is useful to check whether the Gender Advisor, Protection Coordinator, or other relevant actors have already conducted a risk assessment for the response that includes SEA. For the latter, there are several means to assess whether organizations in country are meeting minimum standards in PSEA (see Question 3.8).

A joint SEA risk assessment, carried out by the PSEA Network as part of its Work Plan, saves time and effort, and avoids duplication. If risk assessments are already being performed by Network members or a joint assessment is otherwise difficult to perform,

the Coordinator can aggregate the learning from the various assessments and circulate widely with stakeholders.

For more information on why and how to carry out a joint risk assessment, see the [FAQs on inter-agency PSEA](#) (FAQs 30-31), and the [DMSPC/DPO SEA Risk Management Toolkit](#) for UN Missions.

### 3.4 How do we set up a joint complaint and assistance referral system?

To have collective accountability for SEA, a complainant should be able to go to any formal complaint and feedback mechanism (CFM) or informal channel, and their complaint should get to the right organization for follow up while they receive the services they need. The system to achieve this aim is the inter-agency community-based complaint mechanism (CBCM). Safe and accessible reporting channels and agreed referral pathways (SOPs) that link CFMs and victim assistance services are the bare minimum to speak of an inter-agency CBCM that can handle SEA. To follow good practice, the inter-agency CBCM should also include complaint monitoring, information sharing on anonymized SEA complaints, and community awareness.

PSEA Coordinators play a role in each step of establishing and implementing the CBCM, from mapping and strengthening existing CFMs, to drafting the complaint and assistance referral pathways to be endorsed by senior leadership, to engaging all stakeholders so the CBCM is localized and well-used, and raising awareness on the impact of having a CBCM in place.

To learn more about inter-agency CBCMs, see the [FAQs on inter-agency PSEA](#) (Fundamentals section and FAQs 33-34). For good practice in setting up CBCMs see the [IASC Best Practice Guide on](#)

[inter-agency CBCMs](#). For writing SOPs see the [Global SOPs](#). Assistance for SEA survivors is covered in the [UN Victim Assistance Protocol](#) and the [GBV Coordination Handbook](#) (see Question 1.8 on PSEA/GBV collaboration on assistance).

### The PSEA Coordinator Role in Complaint Handling

The role of the PSEA Coordinator on complaint handling should be agreed on in the CBCM SOPs and/or information sharing protocol in country. Generally, the PSEA Coordinator is responsible for the referral of complaints, i.e. determining whether the complaint alleges SEA, to immediately refer the complaint to the appropriate agency, and to record the complaint for monitoring. As the PSEA Coordinator is not affiliated with any agency, they can receive community allegations as a "neutral" channel. The PSEA Coordinator **never** investigates complaints; this is the role of the organization that is employing the alleged offender.

### 3.5 How can we safely manage data to track and learn from SEA allegations in country?

Anonymized information sharing on SEA allegations can be integrated in the CBCM SOPs or under a separate Information Sharing Protocol (ISP). These agreements should standardize the role of the PSEA Coordinator and Network in monitoring, analyzing trends, and sharing information based on the anonymized information from SEA allegations.

### Reporting on SEA allegations in country

The PSEA Coordinator never reports or publicly discloses individual allegations of SEA in country. This would duplicate reporting by agencies to the Secretary General, which is captured in a publicly accessible database compiling SEA allegations reported for the UN-wide system. When the Coordinator receives an SEA allegation, the only person(s) to receive that full complaint information is the unit of the concerned agency responsible for follow up on sensitive complaints.

The Coordinator should, however, take all information known in country on SEA allegations and aggregate it to learn anonymized SEA trends. These can be used to work with Network members and clusters toward safer programming and targeted reduction of SEA risks.

For more information on reporting, see the FAQs on inter-agency PSEA (FAQs 40-42 on promoting information sharing and reporting requirements).

It is good practice for the PSEA Network members to systematically share anonymized info on SEA allegations that were received through their respective complaint and feedback mechanisms. This allows the PSEA Coordinator to have an overview of the SEA allegations received in country, to ensure programming is adjusted where necessary, and to share anonymized trends with senior management that will steer the PSEA Strategy in country. The PSEA Coordinator should securely keep records of SEA allegations that were referred to the organization concerned, in line with organizations' data sharing policies and as endorsed by the IASC Principals in the [Global SOPs](#).

The [Best Practice Guide on inter-agency CBCMs](#) provides guidance on how to safely gather and store SEA allegations.

### 3.6 How do we raise awareness of the community on PSEA?

While many organizations conduct their own PSEA awareness raising activities, the PSEA Coordinator can support the PSEA Network to create contextualized key messages for affected communities on PSEA. Effective community messaging is simple to digest and should be accessible to its target audience – through use of the appropriate language, visuals, and vetting through test audiences. Key messages and considerations when designing awareness campaigns are in the [Best Practice Guide](#), ("PSEA Awareness Raising: Affected Communities).

If joint awareness raising activities are not yet being carried out, the PSEA Coordinator should integrate joint awareness raising activities in the PSEA Network Work Plan. Network members working together on messaging initiatives saves time and effort for all organizations and helps promote appropriate and consistent PSEA messaging to the community. For example community engagement initiatives, see the [IASC PSEA Website](#). Editable and open source awareness raising materials produced under the [Interagency Community Outreach and Communications Fund on PSEA](#) (led by ICVA and UNHCR) will be published early 2021.

### Translations

Translating materials into relevant local language(s) and using culturally appropriate terminology is key to contextualize the PSEA program. Upon arrival, the PSEA Coordinator should confirm all the language(s) spoken in the community, verify which awareness raising materials for the affected community and local staff are already available in the appropriate local languages, and which materials would benefit from translation. For expertise on translations in local languages, the PSEA Coordinator can reach out to [Translators without Borders \(TWB\)](#), a non-profit organization offering language and translation support for humanitarian and development agencies. The [TWB Glossaries](#) including protection- and COVID-19-related translations are available in many languages.

### 3.7 How can PSEA program reduce risk of SEA?

Good programming reduces the risk of SEA. On arrival the PSEA Coordinator should verify whether and how SEA risk reduction has been integrated into the programming of each sector/cluster. With this baseline, the Coordinator should identify entry points by engaging with Cluster Coordinators bilaterally, joining in Cluster meetings to lead a PSEA brainstorm, and/or regular engagement with the Inter-Cluster Coordination Group (ICCG), to identify concrete means to reduce SEA risks and build safer programs (see Question 2.4). As PSEA is not the only group engaging in safer programming, the PSEA Coordinator should identify collaborators, such as GBV/Protection/Child Protection actors, in their approach with each cluster to avoid duplication of efforts. A joint risk assessment can inform the interactions with clusters/sectors to work on safer programming (see Question 3.3).

The PSEA Coordinator can help mainstreaming PSEA by working with each cluster/sector separately on targeted activities they can take to reduce SEA risk and/or to improve PSEA response throughout the program cycle. PSEA mainstreaming activities should be reflected in the PSEA Network Work Plan. It is good practice to appoint a PSEA Focal Point for each cluster as well as the ICCG to facilitate support and requests by the clusters. This systematic cluster engagement, combined with strengthened PSEA programs within organizations (see Question 3.8), creates a strong prevention agenda for the inter-agency PSEA Program.

For more on SEA prevention, see the [FAQs on inter-agency PSEA](#) (FAQ 18. What actually works to prevent SEA?) and for a comprehensive overview of GBV mainstreaming in humanitarian action, see [IASC Guidelines for Integrating GBV Intervention in Humanitarian Action](#). See also [this checklist](#) of sector and department-specific steps to mainstream PSEA.

### 3.8 How do we measure and strengthen organizations' capacity on PSEA?

Strong organizational PSEA means having the necessary policies, procedures, and staff capacities in place to effectively prevent and respond to SEA within the organization. The in-country PSEA Program relies on minimum PSEA capacity of all organizations to achieve collective success. The PSEA Coordinator helps organizations to strengthen their capacities and can support coherence by monitoring assessments and capacity building activities.

There are a variety of means to measure PSEA capacity within an organization:

- The [Minimum Operating Standards of PSEA \(MOS-PSEA\)](#) and the [CHS PSEAH Index](#) are widely used, and are the standard under the [OECD-DAC recommendations](#) on ending SEA and Harassment
- Relevant donor assessments, such as the [MOPAN](#)
- UN agencies have the obligation to assess, strengthen, and monitor PSEA capacity of their Implementing Partners (IPs) under the [UN Implementing Partner \(IP\) Protocol](#). A [UN Implementing Partner PSEA Capacity Assessment](#) measures partners against criteria in the Protocol. The PSEA Coordinator can monitor the IP assessments to help avoid duplication where an organization is partner to more than one UN agency.

The PSEA Coordinator should only support organizations to strengthen their PSEA capacity **on request** and should channel the PSEA Network as the primary forum for capacity building. It is not the role of the PSEA Coordinator to establish PSEA policies and procedures within organizations, but rather to support Heads of Office and their PSEA Focal Points through sharing resources and promoting joint initiatives. Prioritizing initiatives that will “cascade knowledge,” such as Trainings of Trainers over trainings, can help build ownership of PSEA and reduce stress on the Coordinator.

#### Basic PSEA messaging and tools:

Each PSEA Coordinator will at some point be asked for basic PSEA messages, whether to design awareness materials, respond to staff resistance to the expected standards of conduct, or to gain buy-in to the Program at all levels. It is helpful to be ready with basic tools and messages when this happens:

- The [UN Glossary on SEA](#) includes UN-approved, SEA-related definitions. More inter-agency related, IASC-endorsed definitions are in the [Global SOPs](#).
- The IASC and Translators Without Borders published a plain-language version of the Six Core Principles of PSEA in [101 Languages](#).
- The [UN “No Excuse” pocket cards](#) (available in all official and some local languages) include a concise and portable statement of the UN rules and prohibitions related to SEA and provide contact details for reporting allegations.
- The [FAQs on SEA by UN Personnel and Partners](#) provide answers on how to handle questions (and potential resistance) of UN personnel and partners towards the Six Core Principles as outlined in the [Secretary General's Bulletin on SEA](#)
- Commitments through NGO coalitions, such as the InterAction [CEO Pledge](#) and the [ICVA Commitment and Motion to Action](#) can help build engagement from local and national organizations.

## Resources to strengthen PSEA in country offices

**Overall:** In line with the UN IP Protocol, UNICEF has developed a [PSEA Toolkit](#) (available in English and French) to support Implementing Partners to meet all the Protocol criteria (see here an [Information Brief](#)). The [CHS Alliance PSEAH Implementation Quick Reference Handbook](#) and [InterAction Step by Step Guide](#) both introduce measures to implement PSEA across an organization or project in line with the MOS-PSEA and CHS.

**Staff Trainings:** Organizations that want to train their staff or implementing partners on PSEA and Sexual Harassment can use the new [IASC Learning Package](#). NGO coalition InterAction has made available a [PSEA Basics Trainers' Guide](#), and the trainings of various agencies are available on the [UN's SEA website](#). A 6-minute video explaining the Six Core Principles on PSEA – appropriate for frontline and/or non-traditional staff, is available [here](#). The Coordinator can support by keeping track of trainings in country to avoid duplication and to integrate context-specific messages (e.g. local reporting contacts) into global trainings. For more, see the [FAQs on inter-agency PSEA](#) (FAQs 19-20 on staff trainings and the Network role).

**Avoiding re-recruitment of offenders:** See two global initiatives: the Steering Committee for Humanitarian Response (SCHR)'s [Misconduct Disclosure Scheme](#) (open to UN and NGOs) and [Clear Check](#) (UN only).

**Investigations:** [CHS Alliance](#) and [UNHCR](#) have guidance materials for NGOs to strengthen SEA investigations; organizations can also view the [OIOS Investigations Manual](#). The CHS Alliance offers [SEA investigation workshops](#) for members of the Alliance and other stakeholders, and InterAction offers [training materials on both conducting and managing investigations](#) online. Organizations can alternatively call on existing roster systems to hire a trained investigator that will follow international standards for investigation, such as [Justice Rapid Response](#) or [HumanitarianHR](#). An [OCHA Fund](#) exists to reimburse costs of an SEA or Sexual Harassment investigation.

### 3.9 How to get PSEA in Humanitarian Response Plan (HRP)?

Integrating PSEA in the Humanitarian Response Plan (HRP) is critical to embed PSEA within the cluster system as a standard and integrated part of the humanitarian response, and to ensure that PSEA activities are properly resourced.

As recognized in the [IASC Acceleration Plan](#), it is strategic to get PSEA in the plan for the response early in the process. The PSEA Coordinator can integrate PSEA indicators in the humanitarian needs assessments overseen by OCHA, as its findings shape the country-level Humanitarian Needs Overview (HNO). The HNO is then used as a basis for the design of the HRP. The PSEA Coordinator, on behalf of the PSEA Network, can coordinate with OCHA and relevant clusters to incorporate PSEA into their HNOs. Integrating PSEA in each cluster chapter reflects the importance of building strong relationships with each of the clusters (see Question 2.4).

For more information, see the [OCHA Guidance Note on Reflecting PSEA in the HRPs](#) and the [FAQs on inter-agency PSEA](#) (FAQ 47. How can we fund the PSEA Program through the Humanitarian Response Plan?). See also a [menu of AAP questions for Needs Assessments](#) from REACH and the IASC.

### 3.10 How can we spread the word of our PSEA achievements and lessons learned?

The PSEA Coordinator should establish a means to share all contextualized PSEA materials and tools broadly in country – with PSEA Network members and non-members. It is good practice to set up a PSEA Network webpage or SharePoint, so all organizations can easily access in-country tools, agreements, and contact info of the PSEA Coordinator and Network. Uploading to this platform the Network meeting minutes and any reports or presentations updating on the Network's progress can help any newcomer to the PSEA Program (e.g. a newly-appointed Focal Point or incoming Country Director) catch up on progress.

Adding a PSEA page to the existing response platform – such as the [Myanmar Information Management Webpage](#) and the [Bangladesh Humanitarian Response Hub](#) – can be helpful to demonstrate the PSEA Program's clear placement within the country coordination structure. In addition, [the global dashboard on the IASC PSEA Website](#) provides an overview of PSEA materials and tools for each country response.

# PART IV

## HOW DO I TAKE CARE OF MYSELF?

### 4.1 How do I build my resilience and find support?

Being a PSEA Coordinator can feel like a lonely job, as they are the only person with this position in country. Therefore, it is important to find allies and build a peer support network.

Keeping close relationships with PSEA Network co-chairs will be key. Another tip is to build on the knowledge and skills of highly capacitated Focal Points in the PSEA Network and galvanize their support in a “core team” that is responsible for the oversight of key deliverables. Similarly, building strong connections with Heads of Office and supporting their ownership of PSEA can make for strong champions for the Program. Coordinators should build strong connections with senior leadership, know when to ask for their support, and remember that the RC/HC has the overall responsibility for PSEA in country.

Sharing experiences with a support network or bilateral conversations with fellow PSEA Coordinators can provide support and relieve stress. The IASC Secretariat Field Support Team Coordinator (Penelope Muteteli [penelope.muteteli@un.org](mailto:penelope.muteteli@un.org)) can provide information on how to connect with fellow PSEA Coordinators or arrange for a Coordinator mentor. If at any point stress becomes uncomfortable and/or you wish to seek a specialist, contact the staff wellness officer of your contracting organization for more information on targeted mental health support.

*Chapter 4: Caring for yourself and your colleagues* of the [WHO Psychological First Aid: Guide for Field Workers](#) provides additional tips on how to build resilience and ask for support.

### 4.2 How do I manage expectations of others and clarify the limits of my role (without losing support)?

As a PSEA Coordinator it is important to know what you can do, but just as important, what to delegate to others. Knowing, conveying, and holding other actors to account for their responsibilities is needed to not get overworked and stressed. Maintaining the boundaries of the Coordinator role will be key: after all, the Coordinator’s role is to support and coordinate, **not** to accomplish everything themselves.

To set boundaries, have clear and understood definitions of the responsibilities of all PSEA stakeholders. Agree on the co-chair role in Network TORs and remind PSEA Focal Points that they are responsible for keeping their Head of Organization in country updated on PSEA developments. The Head of Office should in its turn keep their PSEA Focal Point updated on developments at the strategic level. The Coordinator is not responsible for training everyone in country on PSEA, but rather supports the Network to monitor who has been trained.

A Coordinator’s management (both RC/HC and the host agency Head of Office) should understand the boundaries of the PSEA Coordinator role. When being introduced as the PSEA Coordinator to actors in country, help management to be clear on what this role entails to manage expectations and to avoid criticism by people/actors who were not informed.

Prioritizing objectives as a PSEA Coordinator, and gaining agreement on this prioritization with senior leadership, is important, especially in crisis situations. Labeling tasks as urgent/not urgent, and setting clear timelines for deliverables, will help to prioritize. Lastly, make sure to have a back-up person to cover each task for when you are on leave or not available. If not possible in your office, this could be on a rotation basis within the PSEA Network members.

# KEY RESOURCES

The following list introduces and links to the most frequently cited global tools, guidance, and protocols cited in this Deployment Package.

## Real examples from in-country PSEA programs

Country-level PSEA resources and tools, along with key global protocols and guidance, are available on the [IASC PSEA Website](#). There are sample GBV referral pathways, risk assessments, community awareness materials, mainstreaming checklists, reporting tools, and more.

- [IASC Generic PSEA Coordinator Terms of Reference, 2019](#)

The Generic PSEA Coordinator TORs harmonizes the role of the PSEA Coordinator based on good practice and IASC guidance and was developed with the contributions of in-country and global practitioners. The TORs are used by RCs/HCs, HCTs/UNCTs, and agencies who are recruiting dedicated inter-agency PSEA Coordinator. The PSEA Coordinator can use this tool to identify any gaps in their role in country, and to advocate for a robust country-level PSEA Program that includes all elements of the TORs.

- [IASC Plan for Accelerating PSEA at Country-Level, 2018](#)

The Acceleration Plan proposes an enhanced PSEA structure at country level, including the PSEA Coordinator role, building on existing good practice in the field and contributing to a broader accountability strategy. The plan outlines 3 priority outcomes for PSEA at country level: 1) safe and accessible reporting, 2) quality assistance for the survivors of sexual exploitation and abuse (SEA), and 3) enhanced accountability, including investigations. The PSEA Coordinator can use the Acceleration Plan to help clarify the roles and responsibilities in country, and to set out priorities of the PSEA Strategy based on the three priority outcomes. The Country-level PSEA Framework provides outputs and indicators to measure success for each of the 3 priority outcomes, as well as having a PSEA in-country structure in place.

- [Frequently Asked Questions on inter-agency PSEA: IOM's lessons learned from PSEA implementation in-country, 2019](#)

The FAQs on inter-agency PSEA capture the recurring challenges on inter-agency PSEA implementation and provides practical solutions and guidance. Based on IOM's lessons learned from collective PSEA implementation at country level, it includes answers to commonly raised questions of PSEA actors about the country-level PSEA Structure, roles and responsibilities, how to establish an accountable PSEA Program, and how to engage with stakeholders in country.

- [UN Uniform protocol on the provision of assistance to victims of SEA, 2019](#)

The Victim Assistance Protocol outlines a common set of norms and standards based on existing frameworks to strengthen a coordinated, system-wide approach to the provision of assistance and support, which prioritizes the rights and dignity of victims of sexual exploitation and abuse. The Protocol is important for PSEA Coordinators to advocate for the use of GBV and other existing services in country and clarify the roles and responsibilities of actors on provision of services to SEA survivors.

- [The UN Protocol on Allegations of SEA involving Implementing Partners, 2018](#)

The IP protocol outlines requirements of the United Nations, including its funds and programmes, when working with implementing partners to ensure adequate safeguards and appropriate action related to sexual exploitation and abuse (SEA). The Protocol was developed under the auspices of the UN SEA Working Group, as part of its work to strengthen a UN system-wide approach to prevention and response to SEA, with contributions from PSEA specialists in the IASC. The PSEA Coordinator can use the Protocol, along with the 2020 [UN Implementing Partner PSEA Capacity Assessment](#), to help UN country offices with strengthening the capacity of their partners and to keep track of IP assessments carried out in country.

- [Best Practice Guide on inter-agency community-based complaint mechanisms, 2016](#)

The Best Practice Guide provides operational guidance on how to set up and run an inter-agency community-based complaint mechanism (CBCM) to handle reports of sexual abuse and exploitation by aid workers. The Guide offers practical guidance and examples of good practices to set up an inter-agency CBCM in country. PSEA Coordinators can use this guidance to establish or strengthen an inter-agency CBCM, one of the main deliverables of the country-level PSEA Program. The Guide will be updated in 2021.



- [\*\*Global Standard Operating Procedures \(SOPs\) on Inter-Agency Cooperation in Community-Based Complaint Mechanisms, 2016\*\*](#)

The Global SOPs are an agreement by the IASC Principals on how agencies can coordinate sensitive complaint referrals while operating under an inter-agency CBCM. Drafted with the collaboration of 16 agencies, the SOPs cover how to receive, assess, refer, and follow-up on complaints between agencies in line with diverse confidentiality and data protection policies. Because the SOPs have already been aligned with agencies' policies, PSEA Coordinators can use this agreement to negotiate CBCM SOPs in country.

- [\*\*IASC Learning Package on Protection from Sexual Misconduct for UN partner organizations, 2020\*\*](#)

This interactive and innovative learning package that aims to raise awareness among IASC member staff and partners to ensure they have the skills and tools to define, detect, and respond to sexual misconduct, including SEA and sexual harassment. PSEA Coordinators can recommend this learning package to implementing partners and other organizations that want to train their staff on sexual misconduct.

- [\*\*Handbook for Coordinating GBV Interventions in Emergencies, 2019\*\*](#)

This Handbook from the GBV AoR / Global Protection Cluster is a quick-reference tool that provides practical field-level guidance for GBV actors. It is recommended for the PSEA Coordinator to be familiar with Chapter 1.8, which is dedicated to guidance on coordination between GBV sub-clusters and PSEA stakeholders in-country.

- [\*\*Minimum Operating Standards on PSEA \(MOS-PSEA\), 2012\*\*](#)

These are agency commitments under the IASC to combat SEA and to institutionalize PSEA at all levels (HQ and in country). The MOS-PSEA provides specific indicators on how organizations can set up internal structures to meet a common minimum standard of policy and procedures to address SEA. The MOS-PSEA can help the PSEA Coordinator to clarify the organizational responsibilities on PSEA and differentiate organizational responsibilities from the Coordinator role to help strengthen coordination and learning on these responsibilities.

The following IASC guidance will support implementing and strengthening **PSEA in times of COVID:**

- [Interim Technical Note: Protection from Sexual Exploitation and Abuse \(PSEA\) during COVID-19 Response](#)
- [PSEA during COVID-19 Response: Field Examples of Adaption of IASC guidance](#)
- [Checklist to Protect from Sexual Exploitation and Abuse during COVID-19](#)

# NETWORKS, SUPPORT, AND GLOBAL BODIES ON PSEA

- **The IASC Championship on PSEA and Sexual Harassment**

The Championship role was created in 2011 to give the humanitarian community a unified voice on PSEA and to strengthen PSEA collaboration between IASC members at the Principals level. In September 2019, the High Commissioner for Refugees, Filippo Grandi, took over the role of Champion on Protection from Sexual Exploitation and Abuse and Sexual Harassment from UNICEF Executive Director Henrietta Fore. UNHCR's three priorities on PSEA and key initiatives can be found on the [UNHCR Championship website](#). The Championship role will be passed to UNFPA Executive Director Natalia Kanem in January 2021.

- **IASC Results Group 2 on Accountability and Inclusion**

The [IASC Results Group 2](#) supports humanitarian leaders and responders in demonstrating system change through collective approaches to accountability and inclusion in overall response efforts including enabling people to address SEA and sexual harassment, and the meaningful participation of all community members in all stages of the humanitarian programme cycle. The group's scope includes Accountability to Affected Populations (AAP), PSEA/H, and Inclusion. The RG2 helpdesk ([rg2advice@gmail.com](mailto:rg2advice@gmail.com)) is available to answer questions on all themes

- The **PSEA Technical Expert Group** (TEG) is a sub-group under the IASC Results Group 2 consisting of technical PSEA experts, with a priority to improve protection from and response to SEA and sexual harassment.
- The **PSEA Field Support Team** is a dedicated inter-agency team of technical specialists with the capacity to provide remote and in-country field support on PSEA. As part of the PSEA TEG, the Field Support Team was created to strengthen an inter-agency approach to support Humanitarian Coordinators and Humanitarian Country Teams and to accelerate PSEA within humanitarian response at country-level. For more, contact the IASC Secretariat Field Support Team Coordinator, Penelope Muteteli at [penelope.muteteli@un.org](mailto:penelope.muteteli@un.org).

- **IASC Results Group 2 Accountability and Inclusion Portal**

The [Accountability and Inclusion Portal](#) is the go-to place for practitioners and leaders who strive to implement people-centred approaches; covering AAP, PSEAH, age and gender, persons with disabilities and other diversities. The portal offers a resource library to search, access, and share resources by thematic area; a service directory that signposts users to available expertise across organisations (accessible soon); a blog space for partners to contribute relevant case studies, learning and ideas; and connections to other key websites including the new PSEA Website and dashboard.

- **IASC PSEA Website**

The [IASC PSEA Website](#) (or PSEA Microsite) aims at highlighting the IASC Priorities and Strategy, global and country-level resources, and the work of the PSEA Technical Expert Group. The Global Dashboard included in the Micro-site will provide a regional and country-level overview of the results of the IASC mapping of PSEA implementation which Coordinators will contribute to under the RC/HC. Each country-page will highlight the essential country-level documents and tools for easy reference.

- **IOM inter-agency PSEA Support Project**

Tasked by the Inter-Agency Standing Committee in 2016, IOM hosts a dedicated team that provides ongoing support to inter-agency PSEA stakeholders in country. The project team provides guidance and tailored technical assistance on setting up and strengthening inter-agency PSEA Programs, in particular inter-agency community-based complaints mechanisms (CBCMs) and standard operating procedures (SOPs) for inter-agency complaint referral and victim assistance. For information and to request support, contact [PSEA-CBCM@iom.int](mailto:PSEA-CBCM@iom.int).

- **International Council of Voluntary Agencies (ICVA)**

ICVA is a global network of non-governmental organizations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice. PSEA Coordinators can reach out to ICVA to strengthen their NGO engagement efforts, and to get information on relevant NGO forums in their context. For more, contact: [secretariat@icvanetwork.org](mailto:secretariat@icvanetwork.org) or see the [ICVA Website](#).

- **CDAC Network**

The CDAC Network is a growing platform of more than 30 humanitarian, media development, social innovation, technology, and telecommunication organisations, dedicated to saving lives and making aid more effective through communication, information exchange and community engagement. PSEA Coordinators can access trainings and guidance on the [CDAC Network website](#), as well as learn more about the [Roster of AAP/CCE specialists](#).

- **CHS Alliance PSEAH Community of Practice**

The [Community of Practice](#) is made up of CHS Alliance members who share insights and information on PSEA and Sexual Harassment and provide input into the development of materials on the issue.

- **United Nations PSEA Website**

The [UN Website on PSEA](#) provides information on the Secretary-General PSEA Initiatives (including the Fact Sheet of who-does-what), the Victim Rights Advocate mandate, the Office of the Special Coordinator on improving the United Nations response to sexual exploitation and abuse, the Victim Trust Fund (see info below), and UN-wide data on allegations. The [UN Knowledge Gateway](#), accessible to UN personnel, provides extra resources, communities of practice, and links to trainings.

- **Safeguarding Resource and Support Hubs (RSH)**

The [Safeguarding Resource and Support Hub \(RSH\)](#) is a platform that aims to support organizations in the aid sector to strengthen their safeguarding policy and practice against SEA and Sexual Harassment. The Hub is an open-access platform bringing together relevant guidance, tools and research, and signposting quality-assured safeguarding support. It creates opportunities for meaningful engagement through Communities of Practice, discussion forums and live events. Ethiopia has a [dedicated Hub](#) with a specific focus on smaller local organizations working in the aid sector in Ethiopia.

## PSEA FUNDS

- **The OCHA Fund for Investigations into Sexual Exploitation, Abuse and Sexual Harassment**

The OCHA Investigation Fund can provide rapid grants to organizations to reimburse for costs incurred in investigating cases of SEA and sexual harassment, including the cost of investigators. More information on the fund is available [here](#).

- **Victim Assistance Trust Fund**

The Trust Fund provides funding to specialized services (medical care, legal services, and psycho-social support, etc.) that deliver assistance and support to complainants, victims, and children born as a result of SEA, and to address service gaps in the provision of assistance and support. The fund does not provide remuneration to individual survivors, rather supports building and strengthening services available to survivors. More information about the Victim Assistance Trust Fund is available [here](#).