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CHILD PROTECTION POLICY & PROCEDURES

Purpose

The purpose of this policy is to protect children from exploitation and abuse of all kinds and to create and maintain child-safe environments in the delivery of ADRA New Zealand's National and International programmes. This policy and procedures include Vulnerable Children's Act (VCA) 2014 requirements.

Introduction

ADRA New Zealand, like its parent body the Seventh-day Adventist Church, condemns all abuse against children. As a Christian humanitarian organisation, ADRA New Zealand values all persons, including children, and consequently is committed to the safety and well-being of all children associated with our programmes. Therefore, ADRA New Zealand has a policy of zero tolerance of child abuse and exploitation.

ADRA New Zealand adheres to statutory laws in New Zealand and foreign countries regarding child abuse and exploitation, and has policies and procedures in place to protect the rights of children in all aspects of our programme. ADRA New Zealand recognises that developing countries often have weak social welfare systems for child protection and some Governments have no legal mandate to protect children. It is vital ADRA New Zealand staff implementing the development and relief programme remain alert to child protection issues and have the capacity to manage risks effectively.

Child abuse and exploitation is not tolerated by any person representing or conducting any activities funded or supported by ADRA New Zealand. Where an allegation of child abuse, exploitation or non-compliance has occurred, ADRA New Zealand will follow internal procedures and notify relevant law enforcement agencies as appropriate. Regardless of any legal outcome, ADRA New Zealand reserves the right to refuse reinstatement of any staff or volunteer member at its sole discretion if it is found that the person has breached ADRA New Zealand's Child Protection Policy and Procedures.

Scope

This policy applies to all ADRA New Zealand personnel, contractors, sub-contractors, interns and volunteers working with partner organisations, and all in-country partner organisations. This policy is relevant to all ADRA New Zealand-funded activities, regardless of funding source, geographical focus or departmental alignment, or whether children are the specific focus.

Policy

Child Protection is everybody's responsibility as outlined in the Policy and Code of Conduct, however there will be specific roles, responsibilities and accountabilities for key staff including Board Members, CEO, and Programme and Marketing staff which are included in job descriptions

This policy provides guidance in the following specific areas:

- 1. Prevention (risk management, recruitment, training, code of conduct and communications).
- 2. Allegation Reporting and Management (obligations and confidentiality)
- 3. Implementation & Monitoring (partner engagement, spot-check and review)

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To enable these three areas to be successfully managed, ADRA New Zealand's ADCOM will designate a person to act as the Child Protection Officer. This person will be responsible for the implementation of this policy and procedures and for handling any reports or allegations of non-compliance with this policy. The Child Protection Officer will also be responsible for developing training materials for ADRA New Zealand and their partners and for providing guidance and support as requested to staff and volunteers from ADRA New Zealand or their partners regarding the implementation of this policy and procedures.

Additionally, the ADRA New Zealand Board will also designate a person to act as the Board Child Protection Officer. This person will provide advice and support to the Child Protection Officer and will take responsibility for handling any reports or allegations that are deemed serious enough to warrant engagement by the Board.

1. Prevention

The foundation of any Child Protection Policy is prevention. ADRA New Zealand mandates a range of processes designed to minimise the potential for harm to children. Key processes of ADRA New Zealand prevention strategy are:

- Recruiting and selecting representatives safely;
- Abiding by a Code of Conduct;
- Undertaking a child protection risk analysis prior to any activity;
- Media & Communication procedures and guidance
- Provide Child Safeguarding training and/or orientation to all ADRA representatives and implementing partners

A. Child Safe Recruitment & Partner Engagement

a. Overall Approach

ADRA New Zealand recruitment and partner engagement processes are stringent ensuring ADRA New Zealand representatives are safe to work with children. The following checklist will apply:

i. In respect of any recruitment for employees or interns, the following statement will be included in all job descriptions.

"ADRA New Zealand is a child safe organisation and screens applicants for suitability to work with children, the successful applicant will be required to obtain a police check. Police checks must be conducted for each country in which the individual has lived for 12 months or longer over the last five years, and for the individual's country of citizenship (including dual citizenship holders). Individuals need to provide their consent to a criminal record check and should be informed of the purpose for which the resulting police clearance certificate should be used. ADRA New Zealand recognises that in limited instances it may prove impossible to obtain a reliable criminal record check. A statutory declaration outlining efforts made to obtain a foreign police check, and disclosing any charges and spent convictions related to child exploitation, may be accepted in lieu."

ii. Applicants will have their employment or volunteer history checked including an investigation of any gaps between jobs;

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- iii. Applicants will have their identity checked with original documents and submit and sign their application forms;
- iv. Applicants will be asked specific child-protection related questions during their interview;
- v. Applicants should provide three satisfactory referees who will be asked about the candidate's experience in working with children and to disclose any concerns that they may have about the applicant's suitability to work with children.
- vi. Applicants will need to undergo a criminal record check and/or Working With Children Check (WWCC). Where it is difficult to obtain such, a statutory declaration outlining efforts made to obtain a foreign police check, and disclosing any charges and spent convictions related to child exploitation, *may* be accepted in lieu.

b. Tiered Screening of ADRA New Zealand Representatives

Due to the variety of activities that ADRA New Zealand representatives (both New Zealander and non-New Zealander) are engaged in, and the inherent variations in risk to children associated with those activities, the following assessment will be applied to determine the level of screening required. This assessment will be documented during recruitment or engagement processes with records kept in the employee, contractor or volunteer records.

Screening activities will include points i) to vi) as described under section 1.A.a. Overall Approach above.

Level of Risk	Level of Screening	Description of activities to determine level
High	Full Screening	Persons who:
(Working	i), ii), iii), iv), v), vi)	Are ADRA New Zealand employees; or
with	Code of conduct signed	Are ADRA Representatives who have contact with the
Children)		participants (including children) of ADRA projects and
		activities internationally or domestically (e.g. employees,
		contractors or volunteers who will visit projects in New
		Zealand or overseas).
Medium	Medium Screening	Persons who:
(Contact with	ii), iv), v), vi)	Are <u>not</u> ADRA New Zealand employees; and
Children)	Code of conduct signed	Are ADRA Representatives who have no contact with the
		participants (including children) of ADRA projects and
		activities internationally or domestically (e.g. contractors or
		volunteers who will <u>not</u> visit projects in New Zealand or
		overseas); but
		Have <u>access</u> to information management and storage
		software (e.g. T:Drive, Raisers' Edge).
Low	Minimal Screening	Persons who:
(Nil contact	iv)	Are <u>not</u> ADRA New Zealand employees; and
with	Code of conduct signed	Are ADRA Representatives who have no contact with the
Children)		participants (including children) of ADRA projects and
		activities internationally or domestically (e.g. contractors or
		volunteers who will <u>not</u> visit projects in New Zealand or
		overseas); and
		Have no access to information management and storage
		software (e.g. T:Drive, Raisers' Edge).

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If a person has been screened under a low or medium level of risk and then is reassigned to a role with a higher level of risk they must undergo the additional screening steps before transitioning to the new role.

Church-based volunteers and paid workers involved in a Church Partnership Programme are exempt from screening providing they can demonstrate that they are compliant with their churches safeplace policy and hereby eligible to work with children.

B. Code of Conduct (see Appendix 2)

The Code of Conduct is designed primarily to protect children; however it also serves to protect representatives from false accusations; and the name and reputation of ADRA New Zealand. All ADRA staff, interns, volunteers, individual contractors must comply with ADRA's Child Protection Code of Conduct, which sets standards for personal behaviour. ADRA New Zealand expects staff to use common sense and avoid actions or behaviours that could be construed as child exploitation and/or abuse in the course of their association with ADRA New Zealand. Breaches of the ADRA New Zealand Child Protection Code of Conduct can be grounds for termination, suspension or transfer to alternative duties.

a. Employment Contract Provisions

Each employment contract includes an entitlement for ADRA New Zealand to dismiss the employee, or suspend or transfer them to other duties, if they breach the Code of Conduct.

b. Partner Engagement

All partners that have contact with children are expected to have a child protection policy and procedures in place. ADRA New Zealand will request partners to provide the organisation's child protection policy prior to engagement to assess its compliance with ADRA New Zealand Child Protection Policy. If the policy is not compliant ADRA New Zealand will support the organisation to develop a compliant child protection policy prior to engagement. A serious or repeated non-compliance breach by partner organisations may result in grounds for termination of existing MOUs, Agreements and project funding.

For church-based partners in NZ, a child protection policy is waived if the church is a signatory to the Adventist Church's safeplaces programme. Additionally the church will need to be endorsed by the Conference as being a safeplace church.

C. Risk Analysis

ADRA New Zealand staff will identify child protection risks through conducting an initial risk assessment, identify strategies to manage those risks, monitor, evaluate and update risks and strategies throughout the life cycle of the project. Refer to <u>Appendix 5</u> for the Risk Assessment Template.

D. Communications

Using the ADRA New Zealand systems to access child exploitation material or to engage in online grooming is unacceptable and is dealt with promptly, including, and as appropriate, reporting to relevant law enforcement agencies.

a. When photographing or filming a child or using a child's images for work related purposes, it is

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essential to:

- i. assess and endeavour to comply with local traditions or restrictions for reproducing personal images, before photographing or filming a child
- ii. obtain informed consent from the child and parent or guardian of the child before photographing or filming a child and explain how the photograph or film will be used
- iii. ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive
- iv. ensure images are honest representations of the context and the facts
- v. ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.
- b. All independent photographers will be appropriately screened as outlined in Section A (above) Child Safe Recruitment and Partner Engagement. This will include, but is not limited to, police and/or working with Children checks.

2. Allegation Reporting and Management

ADRA New Zealand's allegation reporting and management applies to child exploitation and abuse and policy non-compliance. The development, implementation and continual monitoring of an effective allegation and incident management system is essential to ADRA New Zealand's efforts to protect children from all forms of abuse and exploitation, and to ensure due process for any of ADRA New Zealand's representatives involved in an allegation. Breaches of the ADRA New Zealand Child Protection Policy can be grounds for the immediate termination of employment contract (by ADRA New Zealand for contracted New Zealanders and the local in-country ADRA office for locally sourced personnel) or volunteer/intern assignment. Suspension or alternative duties may also be carried out for policy non-compliance.

A. Obligation to Report Suspected Incidents of Abuse

All individuals outlined in the scope are required to report immediately to the ADRA New Zealand Child Protection Officer if they have suspicion of child abuse or exploitation or policy non-compliance occurring or being likely to occur, including the inappropriate use of printed and electronic materials. Verbal complaints by stakeholders must be documented by staff and submitted in written form if the stakeholder is unable or unwilling to submit personally. See Appendix 4 for Report Format. These reports need to be made within 24 hours of the complaint being reported or within 24 hours of access to means of communication with the ADRA New Zealand Child Protection Officer. If a person knowingly chooses not to report an incident, then they will be subject to disciplinary action including possible termination of employment, suspension or transfer to alternative duties. If the allegation is in relation to the ADRA New Zealand Child Protection Officer then the matter must be reported immediately and directly to the CEO.

The ADRA New Zealand Child Protection Officer is responsible for instituting appropriate action including (See <u>Appendix 3</u> for Reporting Procedure):

- a. Taking immediate steps to secure the safety and well-being of the child or children concerned
- b. Consulting with the relevant staff in relation to the allegation. These may include the ADRA New Zealand Child Protection Officer, the International Programme Director (if overseas related allegation), the National Programme Director (if New Zealand related allegation), the CEO and the Board Child Protection Officer.

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- c. Making a report to local statutory authorities, where appropriate
- d. If an allegation is made against a staff member, that person will be suspended from their role or specific duties until the investigation is complete.
- e. Complying with relevant statutes and protocols and cooperating with Police
- f. Determining whether referral of information to the New Zealand Police or other international authorities is appropriate and possible
- g. Conducting or arranging an internal investigation to determine if ADRA New Zealand Child Protection Policy and Procedure has been breached
- h. The internal investigation must be conducted in a timely manner and may involve external legal, mediation or expert advice if required
- i. At all times ADRA New Zealand will act in the best interests of the child
- j. No assumptions are to be made regarding guilt or innocence, with the investigation process remaining confidential until a decision has been reached by management
- k. Regardless of the decision made, the process must be documented and filed, with all printed and electronic matter being kept in a secure and confidential place at all times
- I. Following the investigation process the ADRA New Zealand Child Protection Officer will conclude one of the following:
 - i. There are possible grounds for criminal or statutory proceedings and ADRA New Zealand Child Protection Policy and Procedures have been breached. In this case the matter will be referred to the Board for immediate action which may include the involvement of local authorities and disciplinary action.
 - ii. There is no basis for referral to criminal or statutory proceedings however the person has breached ADRA New Zealand Child Protection Policy and Procedures. Disciplinary action will be conducted including possible termination of employment, suspension or transfer of duties.
 - iii. There is no basis found for the allegation in which case the person will resume normal duties. An individual, who makes false and malicious accusations, however will face disciplinary action.
 - iv. In the case of point i. above, regardless of any legal outcome ADRA New Zealand reserves the right to refuse reinstatement of any ADRA representative at its sole discretion if it is found that the person has breached ADRA New Zealand Child Protection Policy and Procedures.
- m. If a representative raises a legitimate concern about suspected child abuse, exploitation or policy non-compliance, which proves to be unfounded on investigation, no action will be taken against the individual.

B. Confidentiality

All incidents and alleged incidents of child abuse and exploitation are handled with extreme sensitivity and confidentiality. ADRA New Zealand understands, however, that in some cases reporting of incidents and allegations may occur even if the child or party concerned is reluctant to give their consent. At all times ADRA New Zealand will work in the best interest of the child. Concerns that arise are always directed through the above formal procedure. All documentation of any allegations made, either electronic or paper, are to be kept in a secure place at all times.

3. Implementation & Monitoring

ADRA New Zealand will take the following measures to ensure effective implementation of this policy:

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- A. Roles and responsibilities for child protection implementation are included in key documents such as employee contracts, MoU's, Partner Agreements and volunteer agreements.
- B. All ADRA New Zealand representatives are required to go through child-safe recruitment and screening processes, including criminal record checks prior to engagement, behavioural based interview questions and documented verbal referee checks.
- C. All ADRA New Zealand staff, interns and volunteers will undergo mandatory child protection training as part of orientation.
- D. ADRA New Zealand has a designated Child Protection Officer to assist programme staff with all child protection policy advice.
- E. ADRA New Zealand expects that partner organisations have a locally contextualised child protection policy that meets the minimum standards as given in this document.
- F. The International and National Programme Managers are responsible for ensuring partner policies, procedures and code of conduct are compliant and regular spot checks will be conducted by ADRA New Zealand programme staff. It is required that breaches of child protection protocols are immediately reported to ADRA New Zealand.
- G. ADRA New Zealand and partner organisations must designate a Child Protection Officer; designated to be responsible for child protection issues within that organisation. Duties may include orientation and training on child protection issues and the responsibility for the follow up and investigation of child protection concerns or complaints.
- H. In relation to all ADRA New Zealand funded projects and activities, partner organisations are obliged to ensure their staff and volunteers comply with ADRA New Zealand's child protection policy and carry out child protection risk assessments that will identify any risks, define high risk activities and document steps to reduce or remove these risks.
- I. Partner organisations are also expected to advise ADRA New Zealand of their child protection policies and of any amendments that may be made from time to time. Partner organisations are also requested to brief visiting ADRA New Zealand representatives of these amendments and any local traditions, expectations and legal requirements in relation to the photography of children, including local permission/release protocols and the provision of any associated permission forms.
- J. ADRA New Zealand undertakes an Organisation Child Protection Risk assessment. This assessment will identify any risks, define high risk activities and document steps to reduce or remove these risks. This risk assessment is updated on an annual basis.
- K. Any potential ADRA New Zealand representative whose criminal history check reveals issues of concern relating to children cannot be engaged in any ADRA New Zealand funded activities. Personnel who are already employed will have their contracts terminated if they breach the code of conduct or have failed to accurately declare a history of relevant child protection issues.
- L. ADRA New Zealand Child Protection Policy will be reviewed and updated as required, but at least every five years.

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Appendix 1: Definitions and Principles

Definitions

Child or Minor is any person who is less than 18 years old.

The protocols below apply to all minors who the representative may come into contact with while representing ADRA New Zealand. This will include but is not limited to:

- a. Minors living in or around communities/camps in which the representative is located;
- b. Minors visiting communities/camps for any reason;
- c. Minors living in or around the project site;
- d. Minors who approach ADRA New Zealand representatives both during and outside of working hours; and
- e. Minors who are participating in ADRA New Zealand funded activities.

'Representative(s)' includes all people who are working under contract on a paid or voluntary basis for ADRA New Zealand or its partner organisations, or representing ADRA New Zealand as a part of an official project or programme, be it local or international.

Child Protection is the measures and structures to prevent and respond to abuse, neglect, exploitation and violence affecting children.

Child Abuse is the deliberate act of ill-treatment that can harm or is likely to cause harm to a child's safety, wellbeing, dignity and development. Abuse includes all forms of physical, sexual, psychological or emotional ill treatment.

Physical Abuse involves the use of violent physical force so as to cause actual or likely physical injury or suffering (e.g. hitting, shaking, burning, female genital mutilation, torture).

Emotional or Psychological Abuse includes humiliating and degrading treatment such as bad name-calling, constant criticism, belittling, persistent shaming, solitary confinement and isolation.

Sexual Abuse includes all forms of sexual violence including incest, early and forced marriage, rape, involvement in pornography and sexual slavery. Child sexual abuse may also include indecent touching or exposure, using sexually explicit language towards a child and showing children pornographic material.

Neglect is deliberately, or through carelessness or negligence, failing to provide for, or secure for a child, their rights to physical safety and development.

Exploitation refers to the use of children for someone else's advantage, gratification or profit often resulting in unjust, cruel and harmful treatment of the child. These activities are to the detriment of the child's physical or mental health, education, moral or social-emotional development.

Violence is the intentional use of physical force or power, threatened or actual, against a child, by an individual or group, which either results in or has a high likelihood of resulting in actual or potential harm to the child's health, survival, development or dignity. Violence can be committed by

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individuals or by the State as well as group and organisations through their members and policies. It results not only in fear of/or actual injury but also in fundamental interference with personal freedom.

Harm is the result of the exploitation, violence, abuse and neglect of children and can take many forms, including impacts of children's physical, emotional and behavioural development, their general health, their family and social relationships, their self-esteem, their educational attainment and aspirations.

Contact with Children is working on an activity or in a position that involves or may involve contact with children, either under the position description or due to the nature of the work environment.

Working with Children is working in a position that involves regular contact with children, either as part of the person's position description or due to the context of the work that brings the person into regular contact with children.

Unacceptable risk is the portion of identified risk that cannot be tolerated, and that must be either eliminated or controlled. For people deemed an unacceptable risk, control mechanisms are not considered appropriate.

Principles

All ADRA New Zealand representatives must ensure that the following core principles are applied:

- a. Exploitation and abuse by project personnel constitute acts of gross misconduct and are therefore grounds for termination of contract or volunteer assignment;
- b. Sexual activity with minors is prohibited regardless of the local age of majority or age of consent. Mistaken belief regarding the age of a child is not a defence;
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating or degrading behaviour or exploitation is prohibited. This includes exchange of assistance that is due to beneficiaries;
- d. Where representatives develop concerns or suspicions regarding abuse or exploitation by a fellow representative, s/he must report such concerns to the child protection officer and/or project manager and/or the Country Director and/or the ADRA New Zealand Child Protection Officer; and
- e. Project personnel are obliged to support the creation and maintenance of an environment which prevents exploitation and abuse of children when carrying out their work under the contract.

Breaches of these principles by ADRA New Zealand representatives will be grounds for the immediate termination of employment contract (by ADRA New Zealand for New Zealand contracted personnel and the local in-country ADRA office for locally sourced personnel) or assigned volunteer/intern. Suspension or alternative duties may also be carried out for policy non-compliance. Repeated breaches of these principles by partner organisations will be grounds for the termination of existing MOUs, Agreements and project funding.

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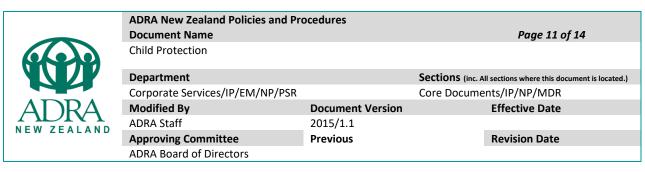
Appendix 2: Child Protection Code of Conduct

I, [insert name], engaged by ADRA [organisation], agree that while implementing ADRA New Zealand funded activities, I will:

- a. disclose to the ADRA New Zealand CEO any criminal conviction or accusation of prior child protection breaches whilst employed or associated with ADRA [organisation] or at any time in my past
- b. treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, disability, or other relevant status
- c. not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate
- d. not engage children under the age of 18 in any form of sexual intercourse or sexual activity, including paying for sexual services or acts.
- e. wherever possible, ensure that another adult is present when working in the proximity of children
- f. avoid involvement in unsupervised one-on-one counselling with minors and children
- g. not invite unaccompanied children into my home or hotel, unless they are at immediate risk of injury or in physical danger
- h. not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present
- i. use any computers, mobile phones, video cameras, cameras or social media appropriately, and never to exploit or harass children or access child exploitation material through any medium. (see 'Use of children's images for work related purposes' below)
- j. not use physical punishment on children.
- k. refrain from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury
- I. comply with all relevant New Zealand and local legislation, including labour laws in relation to child labour
- m. immediately report concerns or allegations of child exploitation and abuse and policy noncompliance in accordance with appropriate procedures

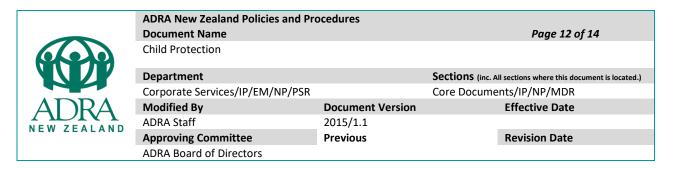
When photographing or filming a child for work related purposes, I must:

- a. assess and endeavour to comply with local traditions or restrictions for reproducing personal images before photographing or filming a child
- b. obtain informed consent from the child and parent or guardian of the child before photographing or filming a child. As part of this I must explain how the photograph or film will be used
- c. ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive
- d. ensure images are honest representations of the context and the facts
- e. ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.

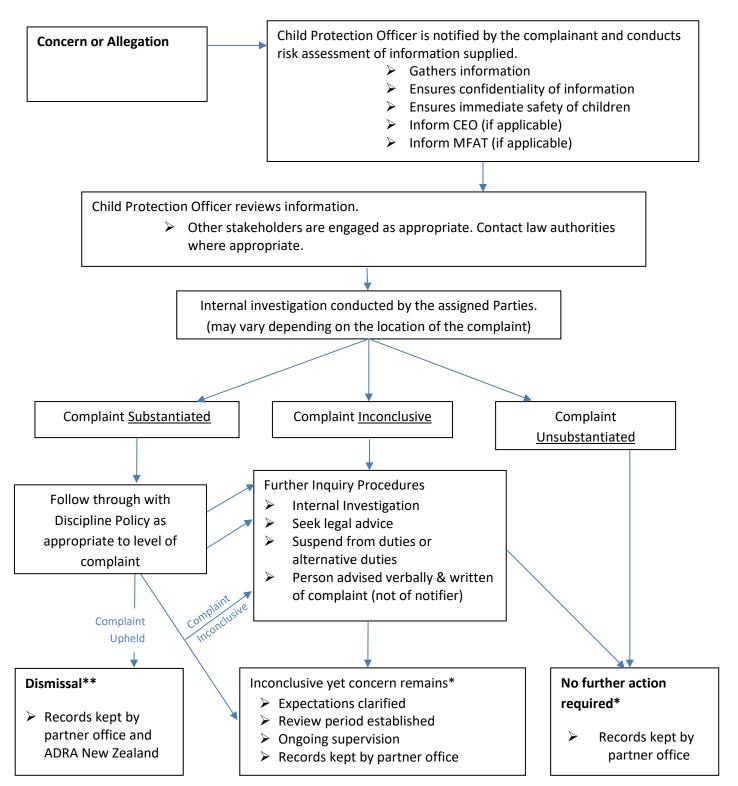


I understand that the onus is on me, as a person engaged by ADRA [organisation], to use common sense and avoid actions or behaviours that could be construed as child exploitation and abuse when implementing or participating in ADRA New Zealand activities. Conduct that goes against any of the above points will not be tolerated and will constitute grounds for termination of employment contract or volunteer assignment by my employer.

Partner Organisation:	Project Title:	
Position:		
Name:		
Signature:	Date:	



Appendix 3 – Child Protection Reporting Process



^{*} ADRA New Zealand is notified of incident but not identity of staff person

^{**} ADRA New Zealand is notified of details and identity of staff person

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Appendix 4 - Child Protection Complaint Form

PART A - Complainant to complete

Person making complaint (can be anonymous):

Date:

Who is the complaint about:

Who was the victim of the breach of conduct (name and contact details desirable but not essential)?

When did breach of conduct occur?

What was the breach of conduct?

Where did breach of conduct occur?

Who else was involved in this breach of conduct?

How did you come by this information about breach of conduct?

Any other details you would like to add?

PART B – CO to complete

Date received by ADRA New Zealand Child Protection Officer:

Was this complaint investigated? Yes/No

If No, why not?

Is there evidence or suspicion of a breach of conduct? Yes/No

If No, what is the next step you will take?

If Yes what disciplinary action or further investigation will take place?

What is the final outcome of this complaint?

Report submitted to ADRA New Zealand? Yes/No

Date of completion:

Any documentation associated with the complaints procedure and investigation should be filed together for future reference if needed. Any complaints received by the designated child protection officer should automatically be passed on the ADRA New Zealand International Programme Director.

It is important to keep records as several unproven or minor breaches <u>may</u> indicate a pattern of negative behaviour that is forming in a person and more supervision should be implemented with such Personnel around minors.

	ADRA New Zealand Policies and Procedures					
	Document Name	Page 14 of 14				
ADRA NEW ZEALAND	Child Protection					
	Department		Sections (inc. All sections where this document is located.)			
	Corporate Services/IP/EM/NP/PSR		Core Documents/IP/NP/MDR			
	Modified By	Document Version	Eff	fective Date		
	ADRA Staff	2015/1.1				
	Approving Committee	Previous	Re	vision Date		
	ADRA Board of Directors					

Appendix 5 – Programme Risk Assessment Tool

Proposed Programme Activity:									
Risk Description	Controls already in	Risk rating high,	What can be done to mitigate these		By when				
	place	medium or low	risks?	action					