



# Grow Your Reader Foundation (GYRF) Safeguarding Policy

January 2022

## Introduction

Grow Your Reader Foundation (GYRF) has for over two years made the safety of the participants of its programmes as well as the safety of the employees of its programmes and enterprises of paramount importance in the way it has conducted its development work.

While the concept of safety itself has broader implications, safeguarding will in the context of this policy (and in line with current use in the humanitarian and the development field) be conceived as protecting against abuse, that is, against sexual harassment, child and adolescent abuse, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation.

GYRF has safeguarded its people (participants, employees, volunteers) in the first place by making their safety a primary consideration already at the level of the design of programmes and enterprises. The prevention of sexual harassment, child and adolescent abuse, intimidation, violence, bullying, humiliation and discrimination, neglect and exploitation is as far as possible built into the work practices themselves. Where the design and its implementation cannot reduce risks sufficiently, GYRF has established secondary safeguarding mechanisms, like the selection and training of personnel, supervising and monitoring activities, reporting channels, investigation and punishment.

In many cases, GYRF has sought to furthermore carry its safeguarding forward into the communities it serves. It has done so by example, through dialogue and by tailored programmes.

This two-year effort in safeguarding has been sustained because the fight against sexual harassment, child and adolescent abuse, intimidation, violence, bullying and discrimination, neglect and exploitation is part of GYRF's vision. It is part of its vision in two ways. GYRF sees that fight as one of its primary tasks closely connected to its core values of respecting human dignity, integrity and inclusiveness. GYRF also knows that if it guards the safety of its people and the communities it serves, its development work will be more effective.

GYRF has articulated that commitment to safeguarding at the level of its vision, mission, values, its code of conduct and its workplace instructions. It is a vital element in the induction of new employees and volunteers. It is an important element of its human resource strategy.

The leadership of GYRF has during these two years consistently reinforced the importance of safeguarding and has led by example. Its Boards have been vigilant, its management persistent.

GYRF has noted with great concern the recent integrity scandals in the humanitarian and development sector and the moral panic that has ensued. GYRF mourns the suffering of victims and survivors, abhors the sexual harassment and the violence. GYRF applauds the renewed vigor with which organizations within the sector have undertaken to safeguard the people they work with and serve. GYRF understands that governments and donors are seeking more assurances from organizations within the sector - including from GYRF itself.

In the light of this crisis in the humanitarian and development sector, GYRF has undertaken to write up its two years-history of safeguarding practice in the form of a comprehensive safeguarding policy. In this policy, GYRF will bring together a handful of pledges that will guide its future efforts, safeguarding principles, standards of behaviour, safeguarding practices, governance; the relevant sub-policies concerning the safeguarding of specific groups in specific programmes and enterprises, and descriptions of all safeguarding practices it has developed in the last forty years, encompassing both design solutions and secondary mechanisms. GYRF acknowledges that it has in the past not done

enough to document the way it safeguards; it will rectify that in this policy, in its underlying documentation and in future studies and publications.

## **Pledges**

1. The GYRF organization and the GYRF leadership hereby pledge that the safeguarding of its people (employees, volunteers and participants) and the people of the communities it serves against abuse, that is, against sexual harassment, child and adolescent abuse, bullying, discrimination, intimidation and violence, neglect and exploitation will continue to be a primary guiding principle in its anti-poverty work, its programmes and its enterprises.
2. The GYRF organization and the GYRF leadership pledge that the commitment to safeguarding will continue to be articulated at the level of its values, code of conduct and work instructions. They pledge that safeguarding will continue to be incorporated in the design of programmes and enterprises. They pledge that, where necessary, secondary safeguarding mechanisms will continue to be established and then maintained.
3. The GYRF organization and the GYRF leadership pledge that they will analyze, describe and document the safeguarding work they have done and do. Of particular importance are the descriptions of the ways safeguarding risks have successfully been avoided in the design of programmes and enterprises and the descriptions of secondary mechanisms that have successfully tackled specific remaining risks. GYRF will make this research available to its partners and donors, as well as to other organizations in the sector.
4. The GYRF organization and the GYRF leadership pledge that they will continue to look for gaps and weaknesses in their safeguarding practices and address them wherever and whenever they are found. GYRF envisions this as an ongoing effort. System audits have been, are and will be an important element of this constant improvement of safeguarding practices.
5. The GYRF organization and the GYRF leadership pledge that they will continue to research, innovate and test new safeguarding solutions. They recognize that, because of the scale, breadth and interconnectedness of its programmes and enterprises, GYRF occupies a unique position in the sector. It accepts the responsibility that goes with that position. GYRF aspires to help the sector to overcome its safeguarding deficiencies.

## **Scope**

GYRF is committed to safeguarding. It wants to protect all its employees, volunteers and participants against abuse, that is, against sexual harassment, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation.

GYRF also recognizes that some of its people are more at risk. It is with that in mind that GYRF recognizes six different categories within its people that are more at risk than others and therefore deserve extra efforts to protect them. These six categories are: children, adolescents, adults with special needs, women among the participants; adults with special needs and women among the employees. GYRF will not hesitate to add other general categories to this list in future if it concludes that this is warranted. GYRF will also at the level of specific programmes or activities offer extra protection to people outside these categories whenever that is needed. For now, these six categories will provide a structure for GYRF's efforts to:

- Analyze, describe and document the safeguarding work GYRF has done over the past year and is doing now
- Develop and implement sub-policies
- Design programmes and enterprises
- Establish secondary mechanisms
- Improve and innovate safeguarding practices

GYRF has been and will be safeguarding its people across all its programmes and enterprises: financial services education (Library Stations, Street Library, Mobile Library, After School Program, Online Activities and Teacher's Training Facilities, Students' Digital Workshop), Youth Engagement (Regular Volunteer Program, Skill Development).

GYRF acknowledges that its safeguarding responsibilities do not end at the boundaries of its programmes and enterprises. It has sought and will continue to seek a dialogue with partners, volunteers, suppliers and client organizations about safeguarding. It will include conditions regarding safeguarding in the contractual relations it enters into. It will react with severity if those conditions are not met or broken. GYRF will also continue to reach out into the communities it serves and the societies where it works to fight sexual harassment, child and adolescent abuse, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation.

All of the above means that this safeguarding policy applies to all cases within GYRF where employees abuse other employees, where employees abuse participants, where participants abuse employees - and the cases where participants abuse participants, volunteers abuse volunteers, volunteers abuse participants within GYRF's span of control or sphere of influence.

## **Safeguarding Principles**

GYRF holds the following principles with regard to safeguarding as self-evident and as foundational for its practices:

Organizations have a safeguarding duty of care to participants, staff and volunteers, including where down-stream partners are part of delivery. This duty of care extends to people at risk of abuse within the communities the organizations serve.

Organizations have a duty to identify groups of people among employees and participants that are at greater risk of becoming victims of abuse. They have a duty to try to mitigate the extra risks those groups face.

Organizations have a duty to try to prevent abuse occurring. They must make safeguarding a central element of the organizational culture. They must mitigate existing risks that may already exist in the programme design and specific work practices. They must establish secondary safeguarding mechanisms wherever risks cannot be mitigated through design.

Organizations have a duty to make sure that, if abuse does occur, victims and witnesses have access to multiple safe reporting channels. Organizations have a duty to always follow up on reports of abuse, to investigate them and to make sure that, if warranted, appropriate disciplinary action is taken. Organizations have a duty to protect whistleblowers.

Organizations have, in principle, a duty whenever abuse crosses the line into criminal behaviour to involve local authorities. However, the dangers in terms of lack of due process and disproportionate punishment should be taken into account.

Organizations have a duty to anchor safeguarding within management. Responsibilities with regard to safeguarding should extend to the highest levels of management and to the Boards. Those responsibilities should be clearly assigned. Organizations have a duty to make sure that the execution of safeguarding policies is carried out by competent professionals according to the highest standards and, whenever possible, following global best practices.

Everybody within an organization is responsible for safeguarding employees, participants and community members. Everybody should intervene to stop abuse whenever possible. Everybody should report abuse.

## Standards of Behaviour

The following standards of behaviour are the minimum requirements for all employees and associate personnel (which can include volunteers) with regard to safeguarding and with regard to the prevention of abuse, that is, sexual harassment, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation.

Employees, volunteers and associated personnel of GYRF must not:

- Violate the Code of Conduct of GYRF.
- Violate the Sexual Harassment Elimination (SHE) Policy
- Violate the Child and Adolescent Protection Policy
- Violate the Adults with Special Needs Policy
- Violate the Prevention against workplace bullying and violence policy

They must not:

- Physically assault anybody
- Threaten anybody with physical assault
- Hit children and adolescents to discipline or correct them
- Assault anybody with a weapon
- Threaten to assault anybody with a weapon.

They must not:

- Bully anybody
- Humiliate anybody
- Humiliate children or adolescents to discipline or correct them
- Discriminate against anybody, for example, based on religion, gender, sexual orientation, race, skin color, age, ethnicity, caste.

They must not:

- Interact sexually with anybody without the other's willing consent
- Sexually harass or assault anybody
- Have any sexual interaction with children
- Have any sexual interaction with adolescents who are participants
- Have any sexual interaction with adolescents under the age of consent
- Have any sexual interaction with adults with special needs who are participants of the programme they are working with
- Have any sexual interaction with women (or men) who are programme participants of the programme they are working with
- Have any sexual interaction with fellow employees of GYRF or partner organization in exchange for money, goods or favors or based on any form of coercion.

They must not:

- Neglect children, adolescents and adults with special needs who are entrusted to their care
- Exploit children, adolescents, adults with special needs or other participants or fellow employees in any form
- Bring children, adolescents, adults with special needs or other participants or fellow or partner employees into a situation where they can be abused or exploited by third parties.

Employees, volunteers and associated personnel of GYRF must:

- Follow the Code of Conduct, the Sexual Harassment Elimination Policy, the Child and Adolescent Protection Policy, the Adults with Special Needs Policy, and Prevention against workplace Bullying and Violence Policy
- Anticipate risks for fellow employees, volunteers or participants of being abused, that is, being sexually harassed, intimidated or assaulted, bullied, humiliated or discriminated against, neglected or exploited, and take steps to mitigate those risks
- Avoid being placed with children or with adolescents who are participants or underage, or with adults with special needs who are participants, in a compromising position. The adult is always considered responsible even if the child or adolescent or adult with special needs has initiated sexual interaction
- Stop immediately any abuse they witness, if at all possible
- Report any abuse they witness or have reliable information about
- Treat everybody with respect
- Respect everybody's privacy.

## **Safeguarding Practices**

GYRF works on safeguarding along three axes; ethos, prevention and repression. GYRF has been doing its safeguarding work within a framework of iterative learning: try, evaluate and improve.

### **Ethos**

GYRF is a southern non-profit organization, based on respecting human dignity, integrity and inclusiveness. Those values infuse all the work GYRF and its employees and volunteers do. It is at this level that the force and weight of those six years of experience have the greatest impact. These values are not just words on paper. They are the stories people tell about how working for GYRF changed their lives. They are the pride that all people working for GYRF feel. They are the exemplary lives and actions of specific individuals within GYRF and the admiration others express about those. They are the design principles followed by programmes and enterprises. They are the reasons for strategic decisions, for the existence of a programme or enterprise, the reasons for pushing barriers in, a society, a state, and the reasons to shift resources, to walk the extra mile, to take a personal or organizational risk. Children are at the center of all of this.

In understanding the “Gyrfness of GYRF” the first tenet one has to grasp is that this huge educational development machine actually thinks of the children of people living in poverty as its main target. GYRF understands that lifting people out of darkness is a multigenerational project. Here, the values of GYRF and the values of its adult participants align beautifully and reinforce each other. Both GYRF and the adult participants invest and invest and invest again in the children, in the next generation, in the future. To say that GYRF and the communities it serves together safeguard children is an understatement; they treasure them.

GYRF has articulated its vision, mission and values in a series of inspiring documents. These form the basis of a code of conduct that describes forbidden behavior in depth and detail. Safeguarding is an important element in all these documents. GYRF uses these documents in the induction of all new employees and volunteers. They are often present or referred to in other policy documents and in much of GYRF’s internal and external communication. Even more importantly, however, they are translated to the level of the workforce and work processes. For example, the safeguarding of children is articulated in a very precise way in the training manuals of teachers, or the safeguarding of women in the instructions around the empowerment process.

Going forward, GYRF will continue to update its vision, mission and value statements and its code of conduct regularly. It will continue to incorporate them in the induction and training of its employees, volunteers and in manuals and work instructions. It will continue to make sure that safeguarding is one of the constitutional concerns of its ethos and that this is expressed at all levels. GYRF is looking into the possibility of further strengthening its ethos by the introduction of a moral learning process in its organizations. If that turns out to be feasible, GYRF will share the resulting mores prudence within the sector.

GYRF has always propagated and will continue to propagate as part of its values a culture of openness and accountability. It is especially important to continue to make clear to employees and volunteers that loyalty to colleagues and loyalty to GYRF should never be interpreted as a reason for hiding violations. Being loyal within GYRF means always finding a way to talk about, to report what has happened.

## **Prevention**

### **Safe Design**

GYRF will continue to incorporate safeguarding into the design of programmes and enterprises and their work processes. GYRF sees this as the most important and effective way of protecting its people and the high-risk groups within them. This incorporation of safeguarding in the design is based on the deep (implicit and explicit) knowledge that GYRF possesses about the specific risks of abuse connected with particular activities. As stated above, GYRF will make an effort in 2020 to describe the way existing designs safeguard high-risk groups. Going forward, GYRF will explicitly highlight the safeguarding of high-risk groups within new designs wherever these are relevant.

### **Secondary safeguarding mechanisms**

GYRF will continue to establish secondary safeguarding mechanisms to mitigate abuse risks for its people and the high-risk groups within them. Some of those mechanisms have a general character; they work across programmes, enterprises and countries. Others are very specific; they work within a single programme or activity or a country. The ethos work mentioned above is, of course, the first general line of defense against abuse. Other general mechanisms are the attention paid to safeguarding in the recruitment and selection process and in the induction and training of employees and volunteers; the regular practice of risk analysis; line management responsibility and action; the deterrence achieved through the repression outlined below.

### **Recruitment and Selection**

GYRF will continue to ensure it assesses the eligibility of candidates from a safeguarding perspective. GYRF has a Safe Recruitment guideline which defines the steps that should be taken throughout the hiring process, from designing the job description to formal engagement of the employee and volunteers to minimize the risk of engaging someone who may pose an unacceptable risk to children, adolescents, adults with special needs and women. In summary, the following will be considered when planning recruitment:



- Job descriptions for all positions - make reference to responsibilities for safeguarding and/ or the Code of Conduct and include the beliefs and values of the organization or link to them.
- Advertisement - make clear the organization's commitment to safeguarding.
- Shortlisting - obtain and scrutinize information in applications/CVs - resolve any gaps, discrepancies or anomalies in employment history.
- Interviews - include questions around safeguarding, the Code of Conduct and working with children, adolescents, adults with special needs and women.
- Self-disclosure - the shortlisted candidates will sign a self-disclosure form stating that they have not been involved in any crime, illegal act, sexual harassment or child abuse case previously.
- Background/reference checks - verify the successful applicant's identity, their employment history, and qualifications. Offers should not be confirmed until all checks have been completed.
- External checks - conducted according to organizational policy and country requirements where required, police verification should be conducted.

## **Education/training**

GYRF will continue to make safeguarding an important element of the education and training of its staff and volunteers. It will do that both in the induction of all employees and volunteers and in the training of professionals for specific functions.

- Every new hire will receive a brief introduction to the vision, mission and values of GYRF, the Code of Conduct and the Safeguarding policy and duly acknowledge all of these as part of their induction.
- GYRF HR is committed to ensuring that aspects of safeguarding that are relevant to specific work processes are always part of the professional training of all staff, volunteers and that, where needed, this training will be regularly repeated.
- GYRF HR will continue to make sure that the professionals who handle the cases and complaints have competencies in line with the highest standards and the best practices.
- GYRF HR will regularly across the programmes and enterprises organize campaigns to create awareness about safeguarding. The campaigns will be precisely targeted and tailored to ensure that they are relevant to the staff and participants in question. They will have a very varied character.

## **Risk Analysis**

GYRF will in future, if it knows risks of abuse (sexual harassment, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation) are present in a process and suspects that they are insufficiently mitigated, proactively undertake an in-depth analysis of process, risks and risk enhancing factors. That analysis will be based on dossiers, observations and interviews. It will result in recommendations to redesign the work process and/or to add or change secondary safeguarding mechanisms. Such a risk analysis will already have a deterrent effect. The implementation of its recommendations will lower risk and raise mitigation structurally. The risk analysis practice should be seen as the main element in the framework of iterative learning around safeguarding. From a long-term perspective the practice has a cyclical character.

## **Line management and prevention**

Within GYRF, line managers have direct responsibility for preventing abuse. They have to make sure that safe designs are implemented and that secondary safeguarding mechanisms are maintained. They have to understand residual risks of abuse that are connected with processes and events and have to

mitigate those, where necessary and possible. They have to make sure that employees are familiar with the ethos of GYRF and with the general and relevant specific safeguarding policies.

Line managers have a unique responsibility to stop abuse. They are the ones that are in the position and have the power to make sure that it ends. They therefore have the obligation to immediately intervene whenever they witness abuse or are alerted to it. Finally, line managers within GYRF are responsible for creating an atmosphere of openness and accountability within their teams that makes it possible for witnesses and victims to come forward to use the complaint mechanism in place.

It is a vital element of prevention that top management in a visible manner takes responsibility for safeguarding. That gives everybody in the organization the unequivocal message that all forms of abuse are unacceptable, that the organization takes the fight against them seriously, that perpetrators will be punished, and victims will be supported. GYRF's top management always has and will continue to embrace this responsibility.

## **Safe Partnering**

GYRF aims to safeguard while working with children, adolescents, adults with special needs and women through partner organizations (suppliers, vendors, downstream partners, consultants, etc.).

- Wherever GYRF is working with, funding, or supporting other partner organizations to work directly with children, adolescents, adults with special needs or women, the provisions of this policy and guidance should be reflected in the partnership arrangements.
- Reaching an agreement along these lines with partners should be envisaged as a dialogue. It will be done through discussion and negotiation, if necessary, as a part of advocacy and capacity-building strategies.
- These partners should have their own safeguarding policy that broadly follows the provisions of this policy, or should adopt the GYRF policy.
- These partners should commit to implement the policy and to the safeguarding of children, adolescents, adults with special needs and women against abuse, that is, against sexual harassment, intimidation and violence, bullying, humiliation and discrimination, neglect and exploitation.
- GYRF should be satisfied that the practice and management arrangements of its partners reflect this common commitment to safeguarding.
- If a case of abuse within a partner organization comes to its attention, GYRF will always act to make sure that the abuse is stopped and the case is followed up in an adequate manner.
- All partners should understand and be warned that GYRF will not accept that cases of suspected abuse are not adequately followed up. Such a lack of adequate follow-up could result in the end of the partnership.
- All partners should understand and be warned that GYRF will not accept that safeguarding policies are lacking or are inadequately implemented and high-risk groups are put at risk of abuse. Such a lack of policy or implementation could result in the end of the partnership.

## **Repression**

A repressive apparatus consists of reporting channels, professional investigative units, and bodies that advise and decide about punishment. GYRF has created such an apparatus and will maintain it.

## **Reporting**

GYRF has created a reporting system for abuse (and other violations) with several channels that complement each other. These channels are known throughout the programmes and enterprises. Regular campaigns ensure continued awareness.

The first channel is line management. Line managers within GYRF are aware that they have to intervene to stop abuse and that they have to report all cases upward through the line. Cases of suspected abuse reported up through the line are always followed up.

The second channel makes it possible to bypass management and reach the specialized investigative body directly. The channel operates both a dedicated 24/7 phone number and a dedicated email. Through this channel the identity of the complainant can be protected. Cases of violations reported through this channel are always followed up.

The third channel is a whistleblower channel.

All channels are used regularly. This shows that they are known, accessible and trusted.

GYRF has made sure in the past that people that have reported abuse and other violations have not suffered any negative repercussions. They have on the contrary been made aware of the gratitude of the organization. GYRF will continue to protect complainants and whistleblowers and make them feel appreciated.

GYRF has in cases where accusations proved to be false erred on the side of forgiveness. Only in cases where there was clear malice involved have people that made false accusations been punished.

GYRF is actively exploring ways to make the reporting channels even more accessible. Among other things, GYRF is contemplating creating the role of “person of trust” within programmes and enterprises. The main focus of its efforts is the accessibility of the system for participants.

## **Investigation**

GYRF has created a dedicated investigative unit. This unit is responsible for investigating cases of abuse and all other violations.

The unit has successfully investigated many cases in the last 2 years.

The unit conducts its investigations independently. The unit is committed to guaranteeing due process to all involved parties.

The unit has always followed up on reported cases. The unit has always documented the follow-up and the investigations.

GYRF has made sure that the unit's investigative capacity in terms of both competency and the number of personnel has been adequate at all times. GYRF will continue to do so in future

## **Punishment**

GYRF is aware that proportionate punishment is essential for effective safeguarding. Impunity will undermine the whole system. It contradicts the ethos and makes prevention a farce. Deterrence collapses. It makes witnesses vulnerable. It violates victims for a second time. Trust in the system drops. A disproportionately light sentence has almost the same negative effects. Equally, vindictive - that is, disproportionately severe - punishments undermine the system. The punished has been unjustly treated. Colleagues are angered and often act in solidarity with the unfairly punished. Witnesses, sometimes even victims, feel guilty. The willingness of witnesses and victims to report abuse goes down, sometimes dramatically.

Because it knows how important proportionate punishment is, GYRF has invested deeply in the independence and the competence of the bodies and professionals that advise and decide about punishment. The dedicated body that decides about the punishment in cases of sexual harassment is completely independent and has outside members. The HR professionals that advise about the punishment in cases of other violations are highly competent and will not tolerate any interference.

As a final mechanism, GYRF has created the Ombudsperson as a completely independent institution. Every employee that has been punished because of a violation can appeal to the Ombudsperson to review GYRF's decision in his/her case. The Ombudsperson will review the whole process, including the quality of the investigation and the proportionality of the punishment.

## **Learning**

GYRF prides itself on being a learning organization. The education development machine that is GYRF has come into existence through a rigorous process of iterative learning. Safe designs and the secondary safeguarding mechanisms that are already in place in programmes and enterprises are also products of a similar process.

GYRF has pledged in this document to intensify the learning around safeguarding. It will do so in the following manner. It will analyze, describe and document the existing safe designs and the process specific-secondary safeguarding mechanisms. It will regularly do system audits of the specific and the general secondary safeguarding mechanisms. It will, in future, build a capacity for risk analysis as described above and use that to start up a regular cycle of improvement.

Most importantly, GYRF will in a deliberate and targeted manner launch a series of experiments to try and solve some of the most intractable problems around safeguarding in the development and humanitarian sector. The list of experiments has still to be drawn up and finalized, but some strong candidates are: the accessibility of reporting channels for participants ; the re-articulation of masculinity in alignment with the fight against sexual harassment; supporting women and children in extreme circumstances to overcome sexual and violent traumas; adapting instruments like system audits and risk analysis to interpersonal violations; and creating space for other sexual orientations within the culture of NGOs.

## **Victims/Survivors**

Prevention is the best way to help victims\survivors by preventing them from becoming victims. That is why GYRF will continue to invest in programme (and enterprise) designs that eliminate risks of abuse. That is why GYRF will continue to invest in secondary mechanisms that further diminish risks of abuse. GYRF acknowledges, however, that it will not be possible to completely banish all abuse. Because of this sad reality, GYRF has created and will continue to maintain the repressive apparatus around abuse that has been described above. Beyond and above that, GYRF is committed to helping victims/survivors in the best way it can. GYRF is, in other words, committed to the idea of restorative justice. By punishing the perpetrator in an act of retribution GYRF reinstates the victim/survivor as a citizen and fellow human being that never should have been abused. GYRF will also offer help to the victim/survivor to mitigate the physical and emotional damage that the abuse has caused. Finally, GYRF will in future facilitate mediation between victim/survivor and perpetrator, if and only if the victim/survivor expresses the will and wish to engage in such an interaction.

## **Governance**

GYRF has created reporting channels and dedicated units for the investigation of suspected cases of abuse and for advising about punishment, as outlined above. The independence of the investigations and of the advice has been guaranteed. GYRF has integrated safeguarding into project and enterprise design. It has successfully created an ethos that has the safety of children, adolescents and adults with special needs and the empowerment of women at its heart. It has paid special attention to safeguarding in the recruitment, selection, induction and training of its employees. All these efforts are led from the top. The Chief Executive Officer and Board of Trustees of GYRF are the joint safeguarding strategic leads for the safeguarding of employees, volunteers and participants.

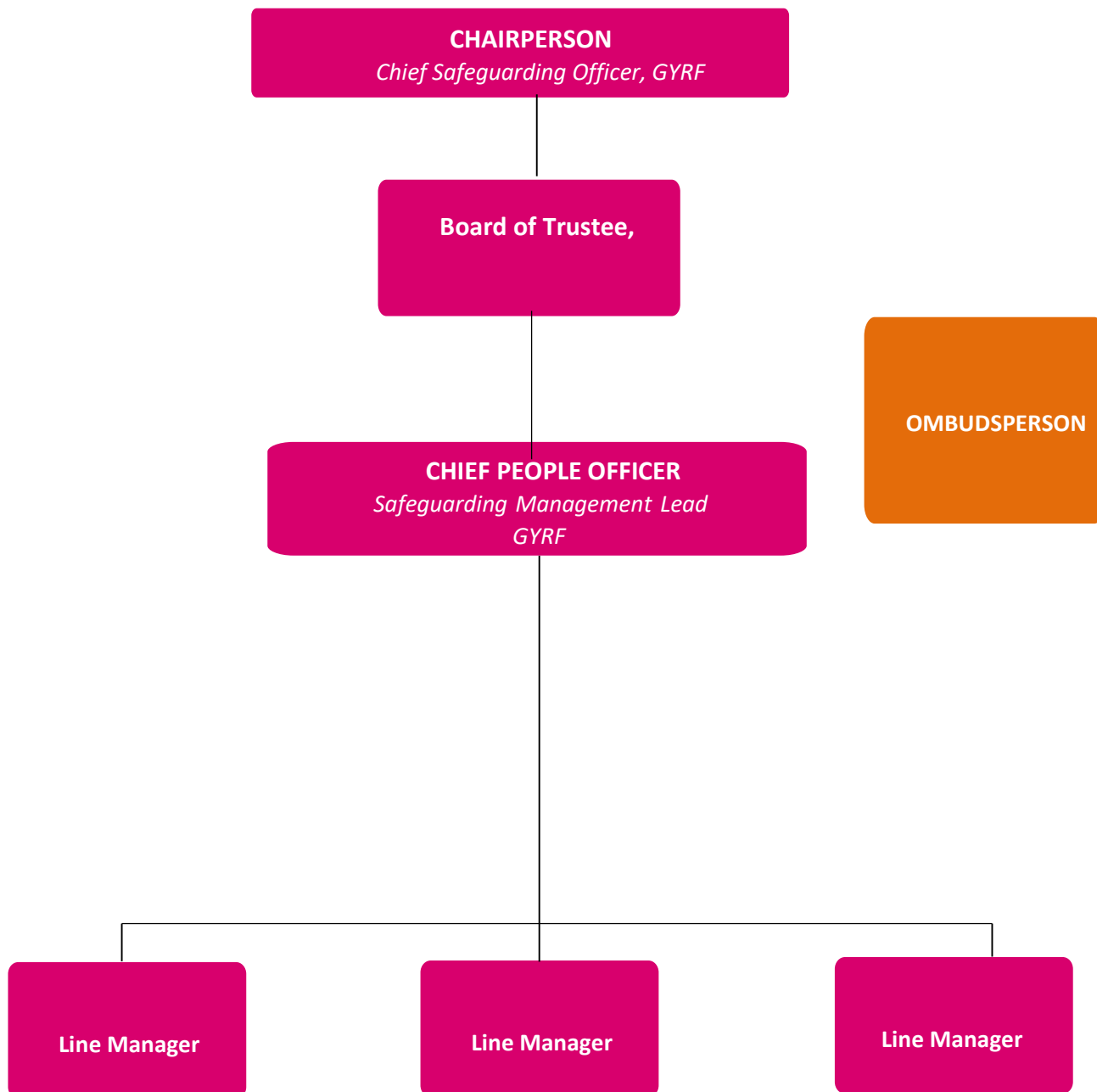
The Safeguarding Management Lead, as head of the extensive Safeguarding Working Committee, reports to them. The Chief Executive Officer and Board of Trustees of GYRF play a supervisory role. Issues relating to safeguarding and integrity are discussed regularly at Board meetings.

## **Review of Safeguarding Policy and Procedure**

The policy will be reviewed by The Chief Executive Officer and Board of Trustees of GYRF annually or when it is shown necessary that additional issues need to be identified and addressed, such as with a significant change in context or program or change to legislation.

## ANNEX 1: Safeguarding Organogram

### SAFEGUARDING ORGANOGRAM FOR GYRF



## ANNEX 2: Glossary

The objective of the glossary is to guide the reader with definitions specific to this policy document and/or GYRF.

**Employees:** This policy applies to all employees including regular, contractual, project, service, trainee (including apprentices & interns), volunteers, temporary staffs and non-graded staffs and programme participants of GYRF.

### **GYRF Staff are classified into various categories based on their work types:**

- 1. Regular Staff:** Staff who is employed against permanent positions requires serving a fixed probation period before confirmation.
- 2. Service Staff:** Staff who contributes physical labor to perform their job, require no probation period, as confirmation is not applicable for this category.
- 3. Contractual Staff:** Contractual staff work on the basis of Contract, there are two types of Contractual staff in GYRF.
  - a) Project Staff:** Full time staffs who are hired for a specific project according to the duration of that project.
  - b) Fixed-Term:** Staff who are hired for a specific period of time.
- 4. Temporary Staff:** Temporary or Casual types of staff are hired for specific purpose.

**Partner Organizations:** Any organization with which GYRF enters into a partnership, to jointly design and implement a project

**Downstream Partners:** An implementing partner, which is a subcontract that helps to execute the program on the ground.

**Associate Personnel:** Other personnel affiliated with GYRF such as independent contractors.

**Volunteer:** Bangladesh became independent because of the freedom fighters. They fought for our freedom and freed us from the oppression of the Pakistani Army. Now after 50 years of independence we are facing the same situation, the quality of educated students is deteriorating day by day. Grow Your Reader Foundation is here to make a stand against this disaster. We are working on improving the overall quality of a student for a better future. Just like the freedom fighters freed this nation now it's our task as the next fighters to change the future of Bangladesh.

Celebrating 50th years of Bangladesh, Grow Your Reader Foundation has hired 50 Next fighters as our 1st batch who are currently working for raising fund, donation distribution and teaching online, creating educational content etc. We have hired around 180 volunteers till now.

We have 45 active ambassadors who are working to advance our vision.

**Child:** Children are defined as all those under 18 years of age in accordance with the UN Convention on the Rights of the Child. For the purposes of this policy and GYRF programmes ages 0 to 12 years of age are defined as children and ages 12 to 18 are defined as adolescents.

**Participants:**

GYRF programme clients. Recipients of various GYRF programmes and services

**Enterprise:** A Social enterprise lies at the intersection of business and traditional non-profit. Social enterprises are self-sustaining cause-driven business entities that create social impact by offering solutions to social challenges and reinvesting their surplus to sustain and generate greater impact.

**Chief People Officer:** Chief people officer (CPO) is a corporate officer who oversees all aspects of human resource management and industrial relations policies, practices and operations for an organization.

**Line Manager:** Line managers are those who are managing teams.

**Abuse:** The term abuse as used in this policy encompasses: sexual harassment, intimidation, violence, bullying, humiliation, discrimination, neglect and exploitation. This and related policies seek to protect all GYRF employees (as defined above) and programme participants from abuse.

- **Sexual harassment** as defined in the Sexual Harassment Elimination Policy and Procedure (SHE policy) is: Any unwelcome direct, indirect, physical, verbal or nonverbal conduct of a sexual nature.
- **Intimidation:** intentional behaviour that would cause a reasonable person to fear injury or harm and do something they would not otherwise.
- **Violence:** Actual physical violence with or without a weapon.
- **Bullying:** As defined in the GYRF Prevention of Workplace Bullying and Violence Policy and Procedure is: Behaviour which seeks to belittle, dominate, target or single out someone. The behaviour can be indirect, aggressive and/or threatening. The use of electronic communication/social media which is referred to as "Cyber bullying" is also covered under this policy.
- **Humiliation:** to cause a person mortification or painful loss of pride, self-respect, or dignity.
- **Discrimination:** the unjust or prejudicial treatment of different categories of people, especially based on race, gender, marital status, religion, disability, sexual orientation and/or



age. In this policy document the word is limited to individual discrimination or a group against an individual it does not address systemic discrimination.

- **Neglect:** is a form of abuse where the perpetrator, who is responsible for caring for someone, fails to do so. It can be a result of carelessness, indifference, or unwillingness.
- **Exploitation:** the act of mistreating or taking advantage of someone to gain benefit.