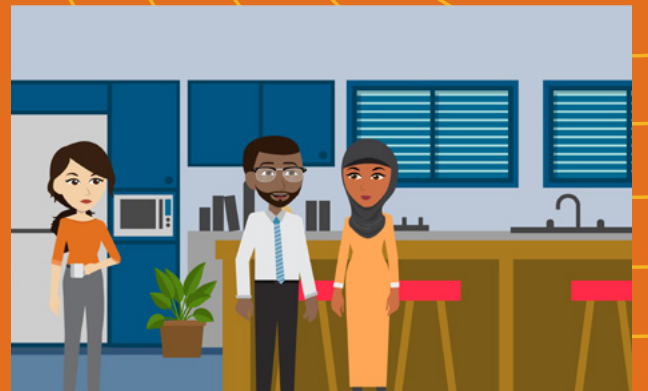


Prevention of Sexual Harassment, Exploitation and Abuse

Workplace Culture Toolkit

RESOURCES, MANAGEMENT AND LEADERSHIP



care®

CARE ACADEMY

Prevention of Sexual Harassment, Exploitation, and Abuse (PSHEA) Program

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The #MeToo, #AidToo and Times Up movements have highlighted the pervasiveness of sexual violence within organizations and public institutions. Many International NGO's have reinforced their safeguarding and Prevention of Sexual Harassment Exploitation and Abuse (PSHEA) endeavors, strengthening existing policies and reinforcing transparency and accountability. Within CARE, to prevent and respond to sexual harassment, exploitation and abuse (SHEA), we have increasingly focused on cultural change within the organization. This entails acknowledging the presence of ingrained discriminatory attitudes that fuel abusive power dynamics and foster unhealthy work environments, and then taking action to challenge and change these.

A key area of concern is the influence of patriarchal attitudes and practices, specifically those unhealthy expressions of masculinity that are built on men's dominance, control and subjugation of women. The deconstruction of harmful masculinities is therefore vital to achieve safe and respectful work environments for staff and for the participants in our programs and projects.

This material builds on CARE's Gender Equity and Diversity (GED) training, and PSHEA training. Other activities from diverse sources have been brought in.

PURPOSE

This guide contains a series of tips and suggestions for CARE managers and leaders to enable them to address inequitable masculinities in the work environment, as part of their efforts to foster organizational cultures that are free from SHEA. This guide is a starting point, and signposts to resources and websites that can assist you on this learning journey.

This guide also suggests concrete actions that can be taken in relation to the following:

- a. Information dissemination
- b. Reporting mechanisms and processes
- c. Promoting a survivor-centered approach to Safeguarding
- d. Staff management
- e. Borderline behaviors
- f. Leadership

INFORMATION DISSEMINATION

Safeguarding within CARE has taken on even greater importance with the emergence of the #MeToo, #AidToo and Times Up movements. CARE has bolstered our existing safeguarding policies in support of an organizational culture that rejects all manifestations of discrimination and violence, including sexual exploitation, abuse and harassment (SHEA).

CARE has clear internal safeguarding policies to guide our professional and personal actions and interactions in ethical ways that are consistent with our values, commitment to human rights, equality, diversity and inclusion. As with any policy, however, its usefulness lies in its content being widely known and applied. Managers, individually and collectively, are responsible for making sure that happens.

INFORM YOURSELF

CARE internal policy documents

Here are some important internal policy documents related to safeguarding of which you must be informed:

- Our updated [International Safeguarding Policy](#) (approved On 15 April 2020 and due for review by 15 April 2022) explicitly outlines unacceptable behavior, and what to do to investigate allegations, support survivors and discipline perpetrators.
- [Our safeguarding promises](#) (October 2018) details CARE's approach to Protection, Prevention and Responding to SHEA.
- [Our Code of Conduct](#) which is signed by all CARE staff, volunteers, trustees and consultants.
- Our safer recruitment practices which include criminal record checks and the SCHR Misconduct Disclosure Scheme, preventing known perpetrators from accessing employment with CARE

While none of the above refer directly to “masculinities”, gender equality as a general framework is a common denominator in each of them.

Safeguarding international networks

These international networks focus on safeguarding and SHEA issues:

- INTERACTION, is the largest alliance of international NGOs and partners in the United States. It works with Member organizations to drive forward a [holistic and integrated approach to the prevention and response of sexual exploitation, abuse, and harassment](#). INTERACTION distribute a safeguarding [monthly newsletter](#) and maintain a [library](#) of safeguarding resources.
- BOND, is a UK based network whose approach to tackling SHEA in the aid sector is detailed in '[Our Commitment to Change in Safeguarding](#)' that contains 12 commitments and 34 related actions to drive change in safeguarding.

BOND's [safeguarding resources include the following](#):

- [Survivor support and enhanced accountability](#)

- [Minimum standards](#)
- [Cultural change](#)
- [Organizational capacity and capability](#)
- [Thematic Expert Group \(TEG\) on Protection Against Sexual Exploitation and Abuse](#) is technical group that is established under the Inter-Agency Standing Committee (IASC) to provide support in terms of the commitments around accountability and inclusion.
- There are also various country level networks, usually established by UN agencies and/or INGOs and focus on capacity building of the organizations and creating materials.

Gender and masculinities' resources

- [Men and boys in displacement](#)
- [GED Module 501: Engaging Men and Boys for Gender Equality](#)
- [Exploring Dimensions of Masculinity and Violence](#) (Western Balkans)
- [Empowering Men to Engage and Redefine Gender Equality](#) (Sri Lanka)
- [Ordinary Men's Enactment of Masculinities](#) (Bangladesh)
- [Role model: Men and boys of Uganda](#)
- [Abatangamuko - Engaging men for women's empowerment in Burundi](#)
- [Journeys of Transformation: A Training Manual for Engaging Men as Allies in Women's Economic Empowerment](#) (Rwanda)
- [Engaging Men and Boys for Gender Equality Series: Brief 1 Stories of Engagement](#)
- [Engaging Men and Boys for Gender Equality Series: Brief 2 Lessons Learnt](#)
- [Engaging Men and Boys for Gender Equality Series: Brief 3 Man in the Mirror—reflections on men and boys](#)

The XY website

Click here to access resources on [gender and masculinities](#) and more specifically resources related to [masculinities and safeguarding](#), [masculinities and sexual harassment](#) and [gender, masculinities and work](#).

REPORTING MECHANISMS AND PROCESSES

Reporting SHEA can be daunting. Reporting SHEA can be especially difficult in work environments where patriarchal gender norms reinforce notions of male superiority, power, privilege, and men's dominance over women. Reasons why victims refrain from reporting include:

- Doubts that they will be believed and taken seriously
- Feelings of embarrassment and shame
- Fear of personal and work-related consequences for themselves and others
- Lack of confidence that reporting mechanisms will deliver a satisfactory resolution
- Fear of retaliation

Your actions as a manager within CARE, can greatly facilitate reporting. Here are some things you can do.

- a. Make sure everyone is aware of the different reporting mechanisms that exist and the options available to them:
 - Reporting guidelines encourage staff members to report to someone they trust and with whom they can talk openly and frankly, all reports must be shared with CARE's Safeguarding and PSHEA team, the easiest way to do this is via www.care.ethicspoint.com all reports are treated in the strictest confidence.
 - For anonymous reporting, staff members and anyone outside the organization can file a report online or by phone and follow-up on an existing report.
 - Staff and related personnel should be reminded that they have an obligation to report if they become aware of sexual harassment exploitation and abuse, witness this directly, or have suspicions that this may be happening. Staff and related personnel should also be reminded that they should not carry out their own investigation into the issues, as this could cause more harm
- b. Constantly reinforce CARE's zero-tolerance approach toward SHEA:
 - All forms of SHEA, perpetrated by our staff, partners or other related personnel, towards anyone, are unacceptable, are breach of CARE International's Safeguarding and PSHEA policy and are contrary to our core values. It is vital that you take all reports of SHEA and child abuse seriously and refer them to CARE's Safeguarding and PSHEA team or to your local PSHEA Focal point immediately.
 - Zero-tolerance does not mean that a person accused of SHEA will be instantly dismissed. Once allegations have been examined and investigated by trained investigators, depending on the outcome of the investigation appropriate disciplinary action may be taken. This may entail suspension or dismissal, and/or legal action, bearing in mind the rights and interests of the survivor.

Anonymous reporting

- You can mitigate reluctance to reporting abuse or harassment by ensuring that staff know that they can report anonymously, if they wish.
- Ensure, too, that staff are aware that strict measures will be taken to protect the identities of whistle-blowers, witnesses and survivors to prevent retaliation. Retaliation is a breach of our code of conduct.

- c. Keep staff abreast of SHEA reporting and outcomes across the organization
 - When staff see progress in SHEA reporting processes and positive outcomes for survivors, their trust increases and they become more likely to report. Transparency is one way, and we publish SHEA figures on an annual basis. See the CARE International: Sexual Harassment, Exploitation and Abuse Transparency Report.

PROMOTING A SURVIVOR-CENTERED APPROACH TO SAFEGUARDING¹

“Our actions are informed by a survivor-centered approach which means that the needs and wishes of survivors guide our response, that survivors are treated with dignity and respect, and the rights of survivors to privacy and support are prioritized”.

CARE International Safeguarding Policy:
Protection from Sexual Harassment, Exploitation and Abuse, and Child Abuse 15th April 2020

Our survivor-centered approach ensures that every person and organization involved in responding to reports of SHEA, in investigating SHEA, and in providing support take necessary measures to guarantee the safety and security of survivors. They must also ensure that no actions taken worsen the situation for survivors of SHEA.

All actions taken to support survivors must be grounded in respect for their choices, rights, and dignity. This includes maintaining confidentiality and only sharing information with other actors who need it to carry out their designated safeguarding functions, and on a strictly professional basis.

Applying a survivor-centered approach can be challenging in work environments where patriarchal attitudes persist and where hegemonic masculinities can reproduce the following scenarios:

- Victims of SHEA may feel reluctant to report if they perceive that their testimonies will be met with distrust or disbelief and that they will be directly or indirectly blamed for the harassment, exploitation or abuse they have received.
- Men may justify some incidents of SHEA as “part of our culture”, minimizing their significance, normalizing unacceptable behaviors and making it harder for reporting to take place.
- Camaraderie between men can lead to dynamics of complicity when incidents of SHEA occur that result in direct or indirect peer pressure to protect perpetrators from being held accountable.
- Authoritarian management or leadership styles (see section 6 below) associated with hegemonic masculinities can hinder the development of skills needed to handle reports and cases of SHEA with sensitivity and empathy.

As a manager, demonstrating a firm commitment to zero tolerance of all forms of SHEA requires action to challenge and eliminate expressions of hegemonic masculinities in the work environment. It also strengthens the buy-in of staff in efforts to prevent SHEA and respond in a survivor-centered way.

As well as CARE International Safeguarding Policy, this section draws from the following sources: <https://www.endvawnow.org/en/articles/1499-survivor-centred-approach.html>, <https://www.vsointernational.org/news/news/blog/safeguarding-a-survivor-centred-approach>, <https://blogs.lse.ac.uk/wps/2019/12/10/enter-intersectionality-towards-an-inclusive-survivor-centred-approach-in-responding-to-conflict-related-sexual-violence/>, <https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/Building%20Survivor%20Centered%20Response%20Services%20-%20%20Participants%27%20Module.pdf>.

STAFF MANAGEMENT

STAFF MEETINGS AND TEAM MEETINGS

Routine staff meetings and team meetings are an opportunity to promote ongoing reflection on the links between gender equality, masculinities and PSHEA. Some actions to consider are:

- A regular agenda item in each staff or team meeting to reflect on masculinities and PSHEA, using of activities in components 1 and 2 of this toolkit.
- Engaging internal and external experts on gender, masculinities and PSHEA to give short interventions during meetings or and/or by organizing specific sessions.
- The establishment of “men’s allyship” groups, using component 2 of this toolkit, whose members can take responsibility for addressing different aspects of masculinities and PSHEA.
- Regular reporting back on PSHEA progress within CARE, sharing latest policy developments, insights, research, reporting statistics, outcomes, educational resources etc.
- The formation of small working groups of staff members to develop “nudge” actions related to masculinities and PSHEA.
- Reminders to staff of mandatory [online training](#) resources on PSHEA and their obligations to stay up to date.

Beware of overkill! The continuous inclusion of masculinities and PSHEA in staff and team meetings may be met with resistance or ridicule by some staff members. Some (especially men), may feel that too much emphasis is being placed on the issue in detriment to other pressing priorities.

Make sure you take the following into account:

- Avoid approaches that directly or indirectly blame men, as this can ignite defensiveness and be counterproductive. Highlight responsibility over obligation.
- Pitch the idea that challenging and changing patriarchal masculinities is a win-win situation, beneficial for women and for men, and key to nurturing respectful and safe working environments.
- Encourage male staff members to play a role in the actions taken during staff or team meetings to address masculinities and PSHEA.

ONE-ON-ONE CONVERSATIONS²

As a manager, regular one-on-one conversations with staff you manage help to create a safe work environment within which staff feel comfortable to speak out when they witness SHEA or other forms of discrimination, abuse or exploitation. Here are some things that you can put into practice during one-on-one conversations to avoid managerial styles that reflect patriarchal masculinities.

- Develop empathy by practicing active listening and communication-skills. Ask inquiring questions and listen attentively to the responses, demonstrating respect for the staff member’s opinion.
- Be flexible and open to the conversation being led by the interests and concerns of the staff member.

2 This section draws on information contained here: <https://www.impraise.com/blog/1-on-1s-for-engaged-employees-how-good-managers-run-them>

ACTIVITY: GENDER EQUALITY This is an experience in response to problems staff members are grappling with. Being a coach or mentor, rather than a boss, stimulates the articulation and ownership of creative and sustainable solutions by staff members.

PURPOSE

- Invite appraisal from staff on your facilitation of one-to-one conversations. This signals not only your willingness to adopt non-authoritarian management styles but also your commitment to fostering a positive work environment where everyone is encouraged to participate, speak up and be mutually supportive.

Time: Up to 120 min

MATERIALS Include opportunities in one-on-one conversations for staff members to share their assessments of aspects of the work environment that directly or indirectly reproduce attitudes and behavior that stem from hegemonic masculinities and how to address these.

- Private spaces where the discussion will not be disturbed

- Take stock of and ask yourself to what degree your own managerial style displays and/or reproduces the following:

INSTRUCTIONS

- a. an autocratic managerial style (see section 6 below)

Check-in

- b. a transformative leadership style (see section 6 below)

1. Welcome the participants to the activity and briefly outline the envisaged process (objective, how many activities, how frequent, etc.)

BORDERLINE BEHAVIORS

2. Invite the participants to introduce themselves and share why they decided to take part in reflection activities and what they hope to get out of them

ROMANTIC AND SEXUAL RELATIONSHIPS

3. Brainstorm with the participants their commitments to ensuring that the reflection activities become and remain a safe space for sharing and learning together (basic ground rules). Write their proposals on a flipchart.

When patriarchal norms and harmful masculinities are tolerated within a work environment, so are incidences of SHEA. CARE's [International Safeguarding Policy](#) and Code of Conduct prohibits Employees and Related Personnel from engaging in sexual activity or relationships with program participants/ beneficiaries, persons under the age of 18, and sex workers.

Romantic and sexual relationships in the workplace should be discouraged by management, where they occur it is essential that they are disclosed by the staff in the relationship to line management or HR so that an assessment of potential conflicts of interest, and power imbalances can take place. Failure to disclose a romantic or sexual relationship with a colleague or related personnel is a breach of CARE's policy on conflicts of interest.

SEXUAL BANTER AND THE SEXUALIZATION OF THE WORKPLACE

Sexual banter (comments and jokes) at work can lead to the sexualization of the work environment. Seen by some as harmless fun, sexual banter may constitute sexual harassment, and can create a hostile, toxic work environment. As a manager it is important that you carefully monitor the following situations.

- Flirting: when flirting is mutually entered into by individuals who are genuinely attracted to and interested in each other, it is usually not contentious behavior. However, this behavior becomes harassment when one of the parties has expressed their disinterest or discomfort, and the other insists on continuing.
- Sexual innuendos: Language (including body language) that intimates sexual content (innuendos, double-entendres, etc.), can be hard to categorize as it can be understood in different ways by different people. It can easily be minimized, overlooked, and normalized. To avoid that happening, language that involves sexual innuendos should be expressly prohibited.

3 This section has been sourced from: CARE International Safeguarding Policy, <https://www.impraise.com/blog/1-on-1s-for-engaged-employees-how-good-managers-run-them> and <https://lipskylowe.com/services/sexual-harassment/sexual-jokes-workplace/>.

- Jokes with sexual content: Like sexual innuendos, jokes that contain sexual content are not appropriate for the workplace and should be prohibited. Sexual jokes are often justified on the basis that they are ‘just a bit of fun’ and acceptable in wider society. In practice, many jokes of a sexual nature reinforce notions of male entitlement and harmful stereotypes, and can be a form of hate speech.

LEADERSHIP

AUTHORITARIAN LEADERSHIP⁴

In organizational cultures where patriarchal norms around masculinities prevail, leadership models and styles tend to be authoritarian in nature. Authoritarian leadership is characterized by “individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group”.⁵

Authoritarian leadership promotes leaders as rational, autonomous, self-sufficient and powerful. Simultaneously, it rejects characteristics often associated with femininities such as mutual collaboration, consultation with others and interdependency. Within organizational cultures that are hierarchical and patriarchal, women’s individual success often depends on them reproducing authoritarian styles of leadership.

DEMOCRATIC LEADERSHIP

Democratic leadership is characterized by its participatory and shared nature, within which members of the organization play an active role in decision-making. “While the democratic process tends to focus on group equality and the free flow of ideas, the leader of the group is still there to offer guidance and control. The democratic leader is charged with deciding who is in the group and who gets to contribute to the decisions that are made”.⁶

Democratic leadership rejects authoritarianism, emphasizing mutual collaboration, consultation with others and interdependency. While it can be more time consuming than authoritarian leadership, democratic leadership can foster co-ownership, involvement, creativity, commitment and shared responsibility enhances productivity, efficiency and efficacy. Being able contribute to decision-making leads to high staff morale and identification with the organization.

The following table contrasts the characteristics, benefits and drawbacks of authoritarian (or autocratic) and democratic leadership models.

Authoritarian Leadership	Democratic Leadership
Characteristics	
Allows little or no input from staff and team members	Staff and team members are encouraged to share ideas and opinions.

⁴ This section draws from the following sources: <https://eprints.qut.edu.au/4028/1/4028.pdf>, *Safeguarding and Beyond*, Gender and Development Network, May 2018 and *Desigualdades de género en las organizaciones* PNUD, El Salvador, 2007, <https://www.verywellmind.com/leadership-styles-2795312>

⁵ <https://www.verywellmind.com/what-is-autocratic-leadership-2795314>

⁶ <https://www.verywellmind.com/what-is-democratic-leadership-2795315>

Requires leaders to make almost all the decisions.	Staff and team members feel more engaged in the process.
Provides leaders with the ability to dictate work methods and processes.	Creativity is encouraged and rewarded.
Creativity is encouraged and rewarded.	Team leader or coordinator retains the final say over decisions
Tends to create highly structured and very rigid environments	Hierarchies exist in relation to allocated roles and responsibilities and are flexible.
Discourages creativity and out-of-the box thinking.	Promotes collective creativity.
Establishes rules and tends to be clearly outlined and communicated	
Benefits	
Allows for quick decision-making especially in stress-filled situations	More ideas and creative solutions
Offers a clear chain of command or oversight.	Group member commitment
Works well where strong, directive leadership is needed.	High productivity
Drawbacks	
Discourages group input.	Communication failure
Hurts morale and leads to resentment.	Poor decision-making by unskilled groups
Ignores or impairs creative solutions and expertise from subordinate.	Minority or individual opinions overridden

A third style of leadership, known as delegative leadership (Laissez-Faire), is when leaders “offer little or no guidance to group members and leave the decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation”.⁷

To assess your dominant leadership style, click [here](#) and answer the questions as honestly as you can.

⁷ <https://www.verywellmind.com/leadership-styles-2795312>

TRANSFORMATIONAL LEADERSHIP⁸

Leaders within CARE should aim for a ‘transformational leadership’ style that reflects our core values of transformation, integrity, diversity, equality and excellence. Transformational leadership inspires “positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well”.⁹

Transformational leaders care deeply about their team members and inspire them to accomplish their goals, develop their own leadership capacity and become empowered. Practicing transformational leadership involves the following:

- Promote intellectual creativity among staff, encouraging them to explore new ways of doing things and providing new opportunities to learn.
- Provide individualized support and encouragement (coaching, mentoring) - assuring open lines of communication for sharing ideas, while offering direct recognition of the unique contributions of individuals.
- Inspire and motivate staff by clearly articulating and communicating a strong, positive vision and help them experience the same passion and motivation.
- Serve as a role model for other staff and team members, to earn their trust, respect, and admiration and inspire them to give the best of themselves.

An important outcome of transformational leadership is the positive effect it has on staff morale, motivation and well-being.

LEADING BY EXAMPLE TO NURTURE SAFE WORK ENVIRONMENTS AND AN EQUITABLE ORGANIZATIONAL CULTURE

For managers within CARE, particularly those who are men, commitment to gender justice and to nurturing safe work environments free from SHEA, means “walking the talk” by showing consistent willingness to taking the following actions.

- Acknowledging your own challenges in relation to breaking with patriarchal norms, including measures you have taken to achieve change within yourself, and the benefits for you, for others and the work environment.
- Speaking up to challenge patriarchal attitudes and behavior in other male members of staff, in ways that are constructive and engaging.
- Enabling the men you manage to question complicity (their own and those of other men) with expressions of patriarchal attitudes and behavior.
- Amplifying the voices of women and marginalized groups within the workplace and wider organization.
- Being proactive in guaranteeing confidentiality, transparency and accountability in relation to reporting and investigating SHEA, and in ensuring a survivor-centered approach.

⁸ <https://www.verywellmind.com/what-is-transformational-leadership-2795313>

⁹ <https://www.verywellmind.com/what-is-transformational-leadership-2795313>

- Ensuring that the staff you manage complete the mandatory PSHEA training.
- Adopting an open-door policy to make it easy for staff you are responsible for to approach you and discuss any issue they are concerned about related to hegemonic masculinities, PHSEA and a positive work environment.
- Taking responsibility for tasks within the office that are often carried out by women (e.g. taking meeting notes, cleaning up, etc.)
- Organizing events with other male staff members to recognize significant annual events that acknowledge women's contributions, for example, International Women's Day (8th March), International Day for the Elimination of Violence against Women (25th November), 16 Days of Action, etc.

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