Protection from Sexual Exploitation and Abuse:

A Practical Toolkit for United Nations Senior Leaders in-Country

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Foreword

Sexual exploitation and abuse violate everything that the United Nations stands for. Such heinous acts, when committed by United Nations personnel, I J X Y W T ^ Y M J Y W Z X Y Z S I J W U N S S N S L T Z W \ T W P F S I Q N R N Y T Z W F G N Q mandates towards the people and communities we serve. We must spare no effort to prevent and combat sexual exploitation and abuse while putting the rights and dignity of victims at the centre of our work.

In 2017, the United Nations launched a comprehensive strategy to prevent sexual exploitation and abuse, placing strong leadership at the heart of our efforts to eliminate this scourge from our organization. As senior UN leaders, you play a pivotal role in translating these commitments into concrete actions, promoting and upholding the highest standards of integrity in our work. Your leadership sets the tone, and it is essential that this commitment cascades through all levels of management, fostering a culture of respect and responsibility.

This toolkit is designed to provide clear and practical leadership tools to implement prevention strategies and programs to protect from sexual exploitation and abuse. Let us lead by example and commit to confront sexual exploitation and abuse head-on with the urgency that it demands.

António Guterres
Secretary-General of the United Nations

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“Combatting SEA demands more than a mere strategy. It requires a strong, personal, and unwavering commitment to confronting the problem on a regular basis at all levels of management.”

—UN Secetary-General

UN Global Town Hall, 1 February 2024

Introduction

Key Information on SEA:

- SEA occurs when staff and related personnel from the UN and partner agencies commit sexual misconduct against a member of the local population. [3]
- SEA is never allowed and is always considered serious misconduct that can lead to immediate termination of contracts and potential criminal prosecution under national law, among other consequences, depending on the severity of the misconduct and category of personnel. Perpetrators may also be in violation of international law, including human rights, humanitarian, >>BDCmwr9ual law, including humanitarian consequences, d>0 f 5ET EMC /P <</La<</Lang (en-GB)/MCID 3

ACTION AREA

1

Demonstrate Leadership on PSEA

ACTION AREA 1

Why it matters

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What to do

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can take to demonstrate strategic leader ¾
S K /) •‡& Ý

- Lead by example by consistently adhering to UN standards and principles in all your actions and decisions. This means treating everyone with respect and dignity, regardless / [ó M çÑè! M/a)ï /M S [aÑ[/)Ü Ñ)ï çó) ÑxÑMó / Ñ)~ ó} S[ ) K/xóM 'çÑ"Ñ)èóSÜ [Ñ!) èÑMó)/[[/ ó}K"/ [[ó'Û E[Ñ"S/ 'óÑ)S prioritizing direct engagement with commu ¾) [óS Ñ)ï Ñ'K" ~) [ó M w/ è¾ S Ñ)ï KóM SKóè[wóS /) •‡& Ñ)ï ïó'/)S[M¾Ñ[ ) KóM S/)Ñ" è/'' ['ó)[[/ a"Ì"") Ñ"" ~/aM •‡& duties,25<00D1200E7>13.1<00F3015300001012F0 <</eu

Practical tools

TOOL 1 CHECKLIST OF SENIOR LEADERS' PSEA RESPONSIBILITIES (IN COUNTRY)

This tool provides a checklist organized by action area to help you as a senior leader understand and a"Ì"" ~/aM 'Ñ)ïÑ[/M~ •‡& MóSK/)S ç " [óS Ñèè/Mï) [/ "] K/" è óS Ñ)ï a ïÑ)èóÜ

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- The "] [Ñ)Ñ ó'ó)[Ñ)ï èè/a)[Ñç " [~ Framework Ã[:Ä partner personnel with the most United
- The •/" è~ /) èè/a)[Ñç " [~ /M /)ïaè[Ñ)ï " Sè K")ó) : ó"ï [ÃS/")èS~ /M Ìó"ï ' SS /)SÄ]Ñ[/)S Só) /M /Äè Ñ") è/a)[M~Ü ¯ Sa)ó Ãc‡ ¾‡& a ïÑ)èó)/[óÄÛ
- • ó [ ) 'a' cKóMÑ[ ) ‡[Ñ)ïÑMïS /) •‡& Ã[c‡¾•‡& Ä

UN Senior Leaders' PSEA Responsibilities Checklist

DEMONSTRATING LEADERSHIP

For all senior leaders

… Create and maintain an environment that prevents SEA and take appropriate measures for this purpose. (SG Bulletin, MAF).

ADVOCATING AND RAISING AWARENESS

For all senior leaders

… Promote and advocate for UN fundamental values, standards, and principles, including PSEA. (MAF[5])

For RCs/HCs

… Annually certify to the Secretary-General that you have fostered communication and collaboration among UNCT/HCT members. Ensure that as a minimum, you communicate to them the importance of promptly reporting all allegations transparently and the necessity of mandatory SEA prevention training for personnel and partners. (MAF)

5 The Minimum Operating Standards for Protection from Sexual Exploitation and Abuse 2 4 8 [5 8 * & created by the Inter-Agency Standing Committee (IASC), are a mandatory set of requirements designed to prevent sexual exploitation and abuse by UN entities and partners.

STRENGTHENING PSEA SYSTEMS

For all senior leaders

… Implement the requirements for your entity and its implementing partners to establish safe - guards and take appropriate actions related to SEA, in accordance with the Minimum Operating Standards for PSEA (MOS-PSEA).

For RCs/HCs

… Lead the development of a collective country-level PSEA strategy and action plan to promote a

UN Senior Leaders' PSEA Responsibilities Checklist

OVERSEEING CASE MANAGEMENT

For all senior leaders

- … Take appropriate action in cases where there is reason to believe that SEA has occurred, in accordance with established rules and procedures for dealing with cases of staff misconduct. (SG Bulletin)
- … Promptly inform the Department of Management of its investigations into cases of SEA, and the actions your entity has taken as a result of such investigations. (SG Bulletin)
- … 5WTRUYQ^ NSKTWR YMJ RTXY XJSNTW :3 T,HNFQ NS HTZSYW^ ZXZ SEA involving UN staff, related personnel, and implementing partners. (OSC-SEA guidance note)
- … [For individual entities] follow up and investigate SEA allegations concerning their personnel, as well as the provision of support and assistance to victims/survivors and protection for PSEA. (MAF)

For RCs/HCs

- … Communicate to UNCT/HCT the importance of reporting all allegations to their respective enti - ties with diligence and transparency. (MAF)

For HOMs

- … Ensure that information or complaints of possible misconduct are promptly reviewed and, if war - ranted, referred for investigation. (Policy for Field Missions)
- … 2FSIFYJ YMJ HTSIZHY TK NS[JXYNLFYNTSX G^ *JQI RNXXNTScX UJW WJ[NJ\ FSI JSITWXJ YMJ *SINSLX TK XZHM NS[JXYNLFYNTSX \MJWJ Missions)
- … *SXZWJ YMFY *JQI RNXXNTScX NS[JXYNLFYNTSX FWJ HTSIZHYJI UW YMTXJ ZSIJWYFPJS G^ :3 4,HJ KTW .SYJWSFQ 4[JWXNLMY 8JW[NHJX
- … When investigations are completed, ensure that appropriate follow-up actions including public awareness activities are taken, if within your authority, or recommended for actions at Headquarters (HQ). (Policy for Field Missions)
- … Support efforts by the UNCT in relation to remedial actions in instances involving SEA. (Policy for Field Missions)

RECRUITING AND SUPPORTING PSEA PERSONNEL

For all senior leaders

… &UUTNSY FS T,HNFQ FY F XZ,HNJSYQ^ MNLM QJ[JQ YT XJW[J FX F cases of SEA. (SG Bulletin).

For RCs/HCs

… Ensure that PSEA is coordinated at the country level, advocating for a dedicated PSEA Coordinator and PSEA focal points where needed. (MAF)

GENERATING AND ALLOCATING RESOURCES

For RCs/HCs

… Advocate for and prioritize adequate resources to enhance awareness of existing mechanisms to receive complaints and provide assistance to victims/survivors, as well as for establishing new mechanisms for these purposes if necessary. (MAF)

As HOMs

… *SXZWJ YMFY YMJ *JQI RNXXNTScX UJWXTSSJQ MF[J YMJ XZUUTWY discipline related activities. (Policy for Field Missions)

ACTION AREA 2

Why it matters

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can play in supporting it. Overcoming this knowl ¾
edge gap requires you as a senior leader to grasp
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9MJ XZW[J^ LFYMJWX NSKTWRFYNTS YMTZLMYX FSI UJWHJUYNTSX TK 58*& KWTR :3 UJWXTSSJQ \TWQI\N with the RC and/or respective heads of agencies. It includes a multi-year trend analysis spanning the six years of the survey (2018-2023) and disaggregated data per location or entity. (See https://www.un.org/en/delegate-delegate/annual-survey-concerning-sexual-exploitation-and-abuse).

- •Ñ "/M 'óSSÑ óS [/ [ó SKóè Ìè Ñaï ó)èó you are addressing. This means understand ¾ ing who is in your audience (e.g., personnel, è/''a) [~ 'ó'çóMSÜ w è['SäSaMw w/MSÜ 'óï Ñ ó[èÛÄÜ a)ïóMS[Ñ)ï) /x Ñ)ï x ~ •‡& S Mó"ówÑ)[[/ [ó Ñaï ó)èðÜ Ñ)ï è //S) [ó M [[/)ó Ñ)ï ïó" wóM~ K"Ñ[/M'Û Ã‡óó •//" ªÄ :/M)S[Ñ)èóÜ x ó) SKóÑ!) x [Ý

  - UN personnel: You can reiterate the zero-tolerance and other policies that apply to them, explain how these relate directly to their day-to-day work and personal lives (e.g., when hiring staff, when going out at night, when on leave), and communicate through small team meetings, at larger town hall sessions and/or through relevant electronic communications.

  - SEA victims/survivors: It is important to convey empathy for their suffering and provide honest and realistic information on the support the UN can provide and to host the dialogue in a venue that is safe, accessible and comfortable for the victim/survivor.

  - The media: You can use prepared messages or talking points that are agreed by the UNCT/HCT leadership to describe the UN's policies, services and actions that are in place for PSEA, including what happens when there is an allegation. (Note that you should adjust these prepared messages to the local contexts and update them regularly).

- Create safe spaces for dialogue. You should ensure that venues (e.g., town hall meetings,

TARGET AUDIENCE	SAMPLE MESSAGES
VICTIMS/SURVIVORS	• I take your experience seriously. I am sorry this happened to you; it was not your fault. You are not alone, and we are here to support you during your recovery[Tailor by describing what support is available] • >TZW XFKJY^ FSI \JQQ We have strict policies to ensure your NIJSYNY^ WJRFNSX HTS*IJSYNFQ FSI YT UWTYJHY ^TZ KWTR F [Tailor by describing the relevant protection measures] • You are in control of your case. We encourage you to stay engaged in seeking justice for your case, though the decision to engage is fully your choice. Our role is to ensure your voice and views are heard and respected.[Tailor by outlining the main choices for victims/survivors].
DONORS	• We are committed to upholding the zero-tolerance policy for SEA. We strictly prohibit SEA for all personnel and partners. We are also committed to transparency in our efforts to prevent and respond to PSEA.[Tailor by sharing information about the PSEA activities] • We use resources wisely. Each initiative is strategically developed and implemented to maximize our efforts to prevent and respond to SEA. [Tailor by describing the results of programs donors supported in your context] • Donor investments are needed to prevent and respond to SEA. For our PSEA work to continue, we rely on voluntary contributions. We hope you will consider partnering with us in this important effort. @9FNQTW G^ XMFWNSL YMJ XUJHN*H IJYF you aim to fund and budgetary needs]
MEDIA	• 8*& HFS MFUUJS FS^\MJWJ FSI FY FS^ YNRJ ^JY XNYZFYNTSX forced displacement pose the highest risks. @9FNQTW G^ IJXHWNGNSL HTSYJ]Y risk factors] • Women and children are most often the targets of SEA, but boys and men can be targets too. Additionally, people with disabilities, sexual minorities and other vulnerable groups often face higher risks. @9FNQTW G^ IJXHWNGN.SL HTSYJ]Y XUJH • The UN and partners have a zero-tolerance policy for SEA, which we take seriously. We prioritize supporting victims/survivors when incidents occur and holding perpetrators accountable. [Tailor by describing local PSEA efforts]

TOOL 4 TIPS FOR PSEA ADVOCACY

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[óSó [KS èÑ) ó"K ~/a ÑS Ñ Só) /M "óÑïóM èMóÑ[ó S[MÑ[ó è Ñ)ï [ÑM¾ó[óï Ñïw/èÑ
wÑ)è) •‡& Û

TIP 1: Know your advocacy objectives in advance.	To be effective in advocating for PSEA, preparation is key. It allows you to connect with the right decision-makers and ensures your message is both clear and impactful. It also allows you to capitalize on unexpected opportunities, as PSEA topics may arise spontaneously in meetings. To be prepared, start by identifying two or three XUJHN*H FI[THFH^ TGOJHYN[JX YMFY FQNLS \NYM YMJ :3 \NIJ XYWFYJLNH INWJHYNTS X KTW 58*& FSI FWJ 82&79 XUJHN*H realistic, and time-bound). Building consensus on these objectives with the UNCT/HCT and relevant partners can build support for your goals. In addition to knowing your advocacy objectives, it is useful to know how to talk about them. To do this, you can use country-level data and/or compelling stories to communicate your messages — and remember to practice your delivery.
TIP 2: Unite voices for PSEA advocacy.	Advocacy on PSEA thrives when aid organizations speak with one voice. This is because joining with allies can increase the credibility of advocacy messages, FRUQNK^ YMJ UTYJSYNFQ KTW NS+ZJSHJ FSI FQQT\ KTW HTXY advocacy coalition, you can engage peer leaders and collaborate with other allies, such as donors, government authorities and local communities.
TIP 3: Use evidence.	When advocating for PSEA, it is important to use evidence and data to the extent possible to illustrate to decision-makers how your proposed actions are expected to RNYNLFYJ YMJ WNXP TK 8*& NS ^TZW XUJHN*H HTSYJ]Y >TZ H drawing on data from sources such as the annual staff survey on SEA[7], context-specHN*H WNXP FXXJXXRJSYX FSI FSFQ^XJX TK WJUTWYJI FQQJLF
TIP 4: Put victims/ XZW[N[TWX *WXY	Root your advocacy in the concerns, needs, and rights of victims/survivors, ensuring their priorities are always at the forefront of your efforts to drive change in policies, procedures, and practices (see Tool 8). You can do this by collaborating closely with PSEA personnel, service providers or others and directly engaging with victims/survivors to understand their perspectives and needs. When safe and possible, and with their informed consent, you can directly engage with victims/survivors yourself. Remember to that part of your advocacy includes communicate victim/survivors' perspectives back to other leaders. /Artifact <
TIP 5: Link PSEA to broader discussions on related topics.	8TRJ XYFPJMTQIJWX RF^ STY KZQQ^ LWFXU YMJ- XNLSN*HFSHJ fore crucial for you to proactively integr

ACTION AREA 3

leadership attention. Additionally, you can
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tunities where you or your organization can
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- In areas with heightened SEA risks,[13] request rel-
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  risk assessments to support the development
  of tailored mitigation plans (see _____

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è/'K"Ñ)['óè Ñ) S'Sä)ó[x/M!S Ã [ä •‡&)ó[x/M!Û
]Ä)¾è/a)[M~Û

TOOL 6 POTENTIAL CRITERIA FOR ASSESSING UN COUNTRY-LEVEL PSEA ACTION PLAN

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Integration of Key Components	
Strategic prioritization	
(TSYJ]Y XUJHN*H considerations	
Integration of lessons learned	

Victim-centered approach

Community involvement

Monitoring progress

ACTION AREA 4

Why it matters

16 Also see: Updated Guidance Note: Requirements and procedures for all United Nations entities for sharing information for sharing information on sexual exploitation and/or abuse related to United Nations staff and related personnel and implementing partner personnel with the most United Nations senior T,HNFQ NS HTZSYW^ /ZSJ

TOOL 7 FLOWCHART FOR MANAGING REPORTED SEA
SENIOR LEADERSHIP OVERSIGHT

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UN personnel, highlighting instances where you as a senior leader have
and provide oversight and accountability. It emphasizes your distinct res
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óÑM"~ xÑM)) S)S /M a[aMó M S!SÛ • ó Ï
Ï/x / Ñ èÑSóÜ x "ó [ó ~ó""/x çaçç"óS è/)[Ñ

17 See UN Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse

TOOL 8 QUICK REFERENCE FOR SENIOR LEADERS: APPLYING A VICTIM-CENTERED APPROACH TO PSEA

• ó w è['¾èó)[óMóï ÑKKM/Ñè KM /M [†óS [ó M [SÜ ï) [~Ü xó""¾çó) Ü Ñ)ï SÑ SaMw w/MS / ‡& Ü Mó ÑMï"óSS / [ó Ñ""ó óï KóMKó[MÑ[/MÏS ÑÄ" Ñ[/)Û ~ ÑKK"~ ó)SaMó [Ñ[w è['SäSaMw w/MS / ‡& Móèó wó [ó SaKK/M[Ñ)ï MóSKóè[[ó~ ïóSó [ó M M [S Ñ)ï Ñw/ ï) Ã aM[óMÄ ÑM' [/ Ñ"")w/"wóï KÑM[óSÜ)è"aï) ~/aM /x tool outlines direct actions you as a senior leader can take to implement this approach when addressing Ñ""ó Ñ[/)S /M èÑSóS / ‡& Û

1. When publicly communicating about the case…

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- q "Só MóSKóè[a" "Ñ) aÑ ó Ñ)ï [/ èaSS) [ó èÑSó) Kaç" è /M x [ó stakeholders.

2. When advocating on behalf of the w è['äSaMw w/M ß

- q ïw/èÑ[ó /M SaKK/M[ ) [Ñ[wóS ç x S óS Ñ)ï)óóïS / w è['SäSaMw w/ MóSKóè[ ) [ó M M [[/ Mó aSó ÑS to change their views.
- q /)S ïóM [ó a"" SKóè[Ma' / SaKK/M [Ñ[w è['SäSaMw w/MS ÑMó ó)[¾["ó) SÑ ó[~ Ñ)ï KM/[óè[/) 'óÑSaMóSÙ èÑMóÜ 'ó)[Ñ" Ñ)ï KS~è /¾S/è Ñ" Sa ÑSS S[Ñ)èóÜ çÑS è 'Ñ[óM Ñ")óóïSä" wö" //ïSÙ ï) [~ ! [SÜ Ñ)ï SaKK/M[/M è "ïMó) ç/M) / ‡& Û
- q &)SaMó [Ñ[Ñ"" ÑSS S[Ñ)èó Ñ¾ï SaKK/M[Ü) cluding transportation and accommodation, S KM/w ïóï Móó / è ÑM ó [/ ó)Ñç"ó w è['Sä survivors to access the assistance they need.

3. When engaging with actors directly involved) ÑSS S[ ) [ó w è['äSaMw w/Mß

- q w &)[SaMó [Ñ[ ) /M'óï è/)Só)[S /ç[Ñ)óï M/'K[/ ó w è['äSaMw w/M çó /Mó Ñ)~ S ÑI ó)[Ñ""~ Só)S [wó ïó[Ñ "S /M M ¾wóÑ"/))ïó)[Ñ[/)Û
- q L aó K~ S ÑÑ ó~ Mó"ówÑ)[Ñ)ï)óèóSSÑM~) /M'Ñ[only with authorized personnel directly involved in the case, respecting the right to confidentiality and safety of the survivor. ó}[ó MÑwÑè~ Ñ)ï è/)Ìïó)[Ñ" [~ / [ó w è['ä

Have questions? Unsure? Consult your PSEA expert or your UN Victims' Rights Advocate (where available) to prioritize the rights and well-being of victims/survivors.

5

Recruit and Support PSEA Personnel

ACTION AREA 5

Why it matters

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è/'K"Ñ)[S 'óè Ñ) S'â « Ñ[S[óKS ï/ ~/acan take to recruit and support internal and
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SóMw èóS Ñ)ï SaKK/M[[ó~)óóïâ • óSó [ÑS!S
MóLa Mó [óè) èÑ" ó}KóM[Só ÑS xó"" ÑS ïóï èÑ[óï
time and commitment to ensure they are done
correctly. Without individuals who bring the
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mishandled or overlooked, potentially leading to
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As a senior leader you have a pivotal role in
ensuring that your organization recruits or des ¾
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and equips them with the necessary resources to
Saèèóóï Ñ[[ó M /çSÛ :/M ó}Ñ'K"óÜ x [ ) ~/aM
individual entity this may involve recruiting or
ÑKK/)[ ) Ñ •‡& /èÑ" K/)[/M /ÄèóMÜ x "ó
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MóèMa [ ) Ñ))[óMÑ ó)è~ •‡& è//Mï)Ñ[/M [/
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What to do

What to expect

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- « ó) ~/a S /a"ï [Ñ!ó Ñ) Ñè[wó M/"ó) •‡& tasks or delegate responsibilities.

- Secure the necessary resources to cover this position on a continuous contract: An interagency coordinator can be funded by multiple agencies contributing resources to cover salary and other related costs. (See Action Area 6) High-risk contexts may qualify for support from the IASC PSEA capacity project (PSEACap), managed by OCHA which deploys experienced PSEA coordinators for 2 years.
- 8 J J P V Z F Q N * J I HBecause of the need for the coordinator to engage a wide range of stakeholders (including high-level actors) and oversee inter-agency activities, hiring at the equivalent of P4 or P5 level is advisable. In some contexts (and in cases when resources are not available) hiring P2/P3 level or seeking other options may be reasonable alternatives, such as F : 3 ; T Q Z S Y J J W : 3 ; F S F Y-N T S F Q T , H J W F H T S sultant (see Key Resources for the generic ToR for PSEA coordinators).
- Hire through an interagency mechanism: Hiring the coordinator through an inter-agency mechanism is desirable because it is cost-effective, offers the coordinator a high level of independ-

ROLE:	ROLE DESCRIPTION:
Inter-agency PSEA Coordinator	Supports senior leadership in coordinating and facilitating the collective 58*& JKKTWYX TK YMJ :3(9 -(9 \NYMNS F XUJHN*H H the inter-agency PSEA network.

CRITERIA	SAMPLE INTERVIEW QUESTION	SCORE (1-5, 5=highest)	COMMENTS
Knowledge and experience in PSEA and/or safeguarding principles, policies, and practices	What experience do you have in implement-ing PSEA and/or safeguarding policies and procedures? What strategies would you use to ensure a victim-centered approach to addressing SEA incidents? What steps would you recommend to a senior leader in an organization facing reported incidents of SEA?		
Experience in coordinating and facilitating multi-stakeholder networks or coalitions	Can you describe a time when you coor-dinated a network or coalition involving multiple stakeholders? What were the key challenges, and how did you address them? How do you plan to engage members of the PSEA network that have varying capacities and interests in PSEA? Can you share suc cessful strategies you have used before? How do you think senior leaders can contrib-and ET EMC		
Strong communication and interpersonal skills, with the ability to engage effectively with diverse stakeholders.			

ROLE:	ROLE DESCRIPTION:
Inter-agency PSEA Coordinator	Supports senior leadership in coordinating and facilitating the collective 58*& JKKTWYX TK YMJ :3(9 -(9 \NYMNS F XUJHN*H H the inter-agency PSEA network.

CRITERIA	SAMPLE INu -l</La6S0 [oEW0590057MCID 262n50 [oEW0590057MCID 262n50 [oEW010
Field experience in international development, human rights and/ or humanitarian work, including UN system and global coordination structures?	
Ability to develop and implement strategy/ action plan on PSEA	

ROLE:	ROLE DESCRIPTION:
Inter-agency PSEA Coordinator	Supports senior leadership in coordinating and facilitating the collective 58*& JKKTWYX TK YMJ :3(9 -(9 \NYMNS F XUJHN*H H the inter-agency PSEA network.

WHAT IF THE CANDIDATE DOES NOT MEET ALL THE CRITERIA? ASK YOURSELF:

How critical are the candidate's shortcomings to the role?

Can they learn and adapt?

Are there opportunities to adjust responsibilities?

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ACTION AREA 6

Why it matters

In many development, humanitarian, and mission
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personnel, conducting risk assessments, and
providing essential training. As a senior leader, it
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In doing so, you should be prepared to encounter
challenges like limited donor interest and mis ¾
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What to expect

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What to do

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  PSEA. You can take several steps to generate
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  requires your understanding what potential
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  tional and international levels. To gain this

Sample of Expected PSEA Costs

Personnel Costs:

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- Ensure that activities for the UN coun - [M~¾"ówó" •‡& Ñè[/) K"Ñ) ÑMó ÑïóLaÑ[budgeted by the PSEA network. First you should understand the budget needs by considering various costs associated with KóMS/))ó"Ü KM/ óè[¾Mó"Ñ[óï Ñè[w [óSÜ óÑï è/S[SÜ Ñ)ï /[óM KóM[ )ó)[ó}Kó)SóS [ó}[ç/} Ñç/wóÄÛ ‡óè/)ïÜ ~/a S /a"ï Ñïw S [ó •‡&)ó[x/M! [/ [/M/a "~ ÑSSóSS óÑè K"Ñ))óï Ñè[w [~) [ó è/a)[M~¾"ówó" Ñè K"Ñ) [/ /ç[Ñ) Ñ MóÑ" S[è óS[¾Ñ[ó / ÑS Ñ[óï è/S[SÜ Ñ)ï [/ [MÑè! a)ï) Ñ)ï)¾!) contributions that have been secured. Finally, ~/a ÃÑ)ï [ó •‡&)ó[x/M!Ä S /a"ï ïó)[~ a)ï) ÑKS [Ñ[MóLa Mó KM /M [~ Ñ[[ó) Ã‡ó•//" ¨Ø Û

Leverage existing resources ç~ ó}K"/M) èMóÑ[wó '/ïÑ" [óS /M a)ï) •‡& Û ‡/ó /K[/)S)è"aïóÝ

- Collaboration with individual agencies: Exploring options for allocating funds from individual organizations for the inter-agency coordinator UTXNYNTS TW F XUJHN*H NSYJW FLJSHI YFXP gMRXRF involve repurposing of unallocated resources.
- International funding mechanisms: Exploring options with the PSEA network co-chairs in the agencies' HQs for costing through other international funding mechanisms, such as maintaining a CBCM/CBCN through an AAP budget, supporting SEA survivors through the GBV sub-cluster or exploring options through the Victim Trust Fund.
- Surge support: Exploring options such as the Standby Partnership (SBP), a network of bilateral agreements between organizations and UN agencies to provide support to humanitarian emergencies.
- Pooled funding: Exploring joint funding arrangements where contributions are collected from multiple agencies into a single earmarked fund that can support high-priority projects, including PSEA activities.
- Joint fundraising: Consider two or more agencies submitting a joint funding proposal through the funding arm of individual member states or other donors for sharing of PSEA responsibilities across entities and/or through a PSEA network or other coordination structure.
- Cost sharing arrangements: Arranging for members of the country team to contribute funds to cover joint PSEA expenses, such as the salary of the PSEA coordinator or the PSEA network budget. Cost-sharing can be voluntary or mandatory (e.g., assessed contributions).
- In-kind contributions: Shared activities that bring multiple agencies together to spread the human resource burden and draw on in-house capacity and in-kind contributions from individual agencies, such as conducting joint risk assessments, trainings and/or reporting on PSEA outcomes.
- Engaging local governments: Engaging local government entities to explore untapped capacities for certain activities, such as provision of assistance to victims/survivors.

Practical tools

TOOL 11 STEP-BY-STEP GUIDE TO FUNDRAISING AND DONOR ENGAGEMENT

This tool provides you as a senior leader with
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at the country level. You can undertake these
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or other personnel.

STEP 1: Research potential donors

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TOOL 12 TEMPLATE FOR BUDGET OF UN PSEA COUNTRY-LEVEL ACTION PLAN

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BUDGET ITEMS	DESCRIPTION	LINE ITEMS	ESTIMATED BUDGET (in US$)	FUNDING SECURED (in US$)	FUNDING GAP	FUNDING SOURCE (incl. in-kind contributions)
SAMPLE 1: Training for personnel and partners	Roll out of PSEA training across priority states	Staff (trainer)	n/a	n/a		Seconded by IOM
		Training materials	$2,000	$0		To be determined
		Interpretation/translation	$1,000	$1,000		To be determined
		Venue	n/a	n/a		:3 3,4 T,HJX
		Travel and accommodation	$10,000	$4,000		Pooled funding
SAMPLE 2: Awareness-raising campaigns	Develop, translate and disseminate materials with key PSEA messages	Staff (PSEA focal point)	n/a	n/a		PSEA Network: Awareness Taskforce
		Translation services	$5,000	$0		To be determined
		Design and printing	$12,000	$5,000		Pooled funding
		Distribution	$10,000	$0		To be determined
			$_____			
				$_____		

Key resources

UN POLICIES AND GUIDANCE

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KEY WEBSITES ON PSEA

PSEA RISK ASSESSMENT TOOLS

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Toolkit Ã ; a ï Ñ) è ó / M ”] Ì

A great deal of thought has gone into developing this toolkit,
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Best wishes,
Christian

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