



**Wilton
Park**

**Report:
CAPSEAH Dialogue: Sustainable
and Effective Resourcing Models to
Protect against Sexual Exploitation,
Sexual Abuse and Sexual
Harassment**

Monday 28 – Wednesday 30 April 2025

In association with
The Foreign, Commonwealth
and Development Office



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Wilton Park | June 2025

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Context

A common and prevalent barrier to effectively prevent and respond to Sexual Exploitation, Sexual Abuse and Sexual Harassment in aid and peace-related contexts is a lack of sufficient, predictable and sustainable human, technical and financial resources.

The [Common Approach to Protection from SEAH \(CAPSEAH\)](#) is clear that PSEAH policies and approaches should be backed by sufficient resources. However, investments and funding mechanisms have tended to be short-term, patchy and inconsistent, with insufficient predictability and scale to meet needs, support a more transformative and decisive journey, and ensure long term sustainability of PSEAH efforts.

A small multi-stakeholder group was set up early 2024 to explore this issue, with the aim to develop a system-wide understanding and mapping of PSEAH resourcing needs and challenges, and to provide recommendations to improve PSEAH resourcing. The group published on the CAPSEAH website a [think piece](#) setting out the challenge, evidence and potential recommendations for action to gather views and feedback.

PSEAH efforts now face additional challenges as the international system grapples with seismic geopolitical, funding and policy shifts that are further constraining resources and forcing difficult prioritisations. This event was an opportunity to take stock of these challenges and agree urgent, practical recommendations to protect, prioritise and streamline PSEAH work.

Forty stakeholders from the humanitarian, development, and peacekeeping sectors discussed the impact of the current ODA landscape on PSEAH resourcing, and looked at needs and challenges at global, country and organisational levels. Participants included the United Nations, donor governments, International Financial Institutions, non-governmental organisations, private sector, foundations, academia, victim/survivor representatives and independent experts. This paper outlines key points and proposed next steps.

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A challenging new landscape

- 1 **There was agreement that the systems that have been developed since 2003 to protect against SEAH are at risk, and a strong sense of urgency and resolve to protect and preserve these hard-won gains.** ODA reductions are severely affecting SEAH prevention and response through the loss of specialist and dedicated staff, the reduction or suspension of community outreach and reporting mechanisms, Gender-Based Violence (GBV) and child protection services, and local organisations' presence and activities. Community-level survivors' organisations are hard hit, especially self-help groups; some report up to 90% cuts in their budgets. At the policy level PSEAH risks slipping off the agenda as protection is being de-prioritised on the back of extreme budget constraints and a global roll-back on gender rights, and diversity and inclusion initiatives.
- 2 **Pre-existing challenges are being exacerbated.** Available evidence indicates over 90% of victims are female, 1 victim out of 3 is a child, less than one victim-survivor out of 3 receives assistance, and underreporting remains chronic. In recent years a stronger PSEAH culture and eco-system has been established with improved prevention and response policy and measures. But despite that, the scale of resourcing for PSEAH has not matched needs, so limiting effectiveness and impact. The shift from a culture of "blame and hide" to a culture of action, trust, dialogue and transparency is new, fragile and uneven, and must be sustained. Many noted the current context risks increased harm going unchecked, a slowdown in reporting, reverting to a compliance 'tick-box' approach, and moving to a situation with fewer or lower quality PSEAH actions.
- 3 **There are hopes and opportunities too.** Some called for a change in paradigm, advocating that, in the wake of large-scale cuts, we should think strategically and avoid knee-jerk reactions that simply aim to do the same with less. Instead, we should seize the opportunity to transform how PSEAH is approached, break down siloes, and work collectively to speed up action and impact. Some noted the possibility to make quick gains by reducing duplication (e.g. in training, risk assessments or community reporting mechanisms), and the need to ensure sectors and initiatives that continue to be prioritised for overall ODA funding (e.g. climate and the environment) properly embed and contribute to PSEAH efforts.

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- 4 **Different actors are at different points in their PSEAH journey and have different roles, entry points, mandates and needs which we should leverage to become more than the sum of our parts.** Whilst local organisations, women rights and women-led organisations (WROs and WLOs) play a key role in prevention and response, especially support to survivors, at the other end of the scale actors such as International Financial Institutions (IFIs) whose cooperation instruments include loans, grants, and technical assistance can offer opportunities for mobilising private capital, and engaging states in PSEAH efforts, or philanthropic organisations who can fund critical gaps, such as research.
- 5 **Leadership, partnerships and evidence-building remain key to success.** Where PSEAH is done well, it is often down to proactive and visible leadership and commitment. We should seek to systematise that. Trust and honesty in partnerships is uneven and conversations about SEAH can often still be held back by fear of repercussions. We should continue to encourage transparency and candour. There was agreement on the need to better demonstrate the damaging impact of failing to invest in PSEAH, build evidence on effective PSEAH approaches, and ensure evidence-based funding decisions.

An agenda for collective action: Protect, Prioritise and Streamline

- 6 **Participants agreed to:**
- **protect and promote the principle of zero-tolerance to inaction on SEAH and other hard-won gains of recent years.** This means making and winning the argument that **PSEAH remains an essential, not optional activity.** PSEAH, whether mainstreamed or through stand-alone actions, is and must remain a core part of doing business.
 - **a prioritised set of actions** critical to maintaining PSEAH architecture, evidence and tools, and the capacity and actions which provide levels of protection that populations at risk need.
 - **make efficiencies through collective action** including streamlining, resource-pooling and joined up tools and approaches wherever they make sense. This needs strong commitment to working in partnership and breaking down siloes.

7 Effective action on SEAH requires resource to both prevent SEAH from happening and to respond effectively, supporting victim-survivors, when it does. Participants strongly agreed that we need to avoid a zero-sum game between prevention and response.

8 Further strengthening of linkages, collaboration and coordination with the GBV sector is necessary.

- PSEAH and GBV work have a lot of similarities, notably in the field of victim-survivor response. They are distinct by virtue of the perpetrator of SEAH being directly linked to the delivery of aid which brings a different set of implications and accountabilities. While we should not merge them, the GBV sector and actors have strong technical expertise that PSEAH actors should harness, and knowledge-sharing (for instance about prevention and working with smaller organisations) should be strengthened.
- Resource-pooling and joined-up tools and approaches are happening, but could be further systematised: some functions/activities could be systematically done by GBV actors (e.g. service mapping, referral pathways); and some roles could be shared (e.g. victim care officers). The centrality of women-led organisations and the need to protect them – without shifting the burden onto them – was emphasised.
- Participants stressed the urgency of having clearer and more joined up messaging on GBV and PSEAH, with links and overlaps clearly articulated. GBV and PSEAH share a common need for political and financial support, and for effective engagement with national governments to, over time, improve the availability of, and access to, support services.

Common messaging to get decision-makers to invest

9 There was strong consensus that we need a refreshed, clear, concise and compelling set of arguments to convince senior decision-makers to protect and prioritise PSEAH budgets. It should:

- **make use of available data and evidence and be clear that SEAH remains widespread and under reported, and that risks are rising.**

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- **be clear that failing to act on SEAH increases risks and harm, but also highlight the positive impact of PSEAH efforts on organisational reputation, effectiveness and culture.** We should show what is being prioritised and streamlined due to the cuts and changes in the ODA landscape, to demonstrate that the PSEAH community is being strategic and efficient in the face of a new reality.
- **Highlight the cost and impact of not doing PSEAH.** Doing less should not be an option, or only one that is chosen in full knowledge of the negative impact it will have on individuals, communities, organisations, brands and the wider reputation of aid. Messaging should recognise the importance of WROs/WLOs to PSEAH efforts and the need to ensure they continue to receive support.
- **The script should be adaptable for different audiences and make use of multiple entry points and arguments.** The moral case is compelling, but compliance and risk may have more weight for many decision-makers, particularly when difficult prioritisations are being made. The integrity, accountability, human rights, and security benefits of PSEAH work should feature too.

10 A set of core messages can be found in Annex A.

Protecting global tools and initiatives

- 11 Several global tools and initiatives that are effective and essential to the PSEAH architecture should be maintained.** These include the [Resource and Support Hub](#), the [Misconduct Disclosure Scheme](#) (and the UN's [ClearCheck](#)), the [SEAH Harmonised Reporting Scheme](#) (and the UN's [iReport](#)), the [Investigator Qualification Training Scheme](#) (IQTS), the [PSEA Capacity Project](#) (PSEACAP), the [Interagency PSEA Community Outreach and Engagement Fund](#) (ICVA-UNHCR) and the [Common Approach to Protection from SEAH](#) (CAPSEAH).
- 12 Funding of these global tools needs to be long term, reliable and sustainable.** Donor coordination should be strengthened, and funding models sharpened, to ensure their resilience against political shocks.

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- 13 Use of joined up, multi-stakeholder tools to drive efficiencies is now more important than ever.** Their use should be maximised, including through making them better known to enhance uptake, exploring and supporting their use at country level, and ensuring their use enhances PSEAH data and evidence. Over time, use of cross sector tools should become the norm, with duplication avoided and sector specific tools aligning or merging with cross-sector efforts. Any new tool should only be developed after verifying what already exists and the added value of developing something new/else.
- 14 Some global tools and initiatives need improvement.** For example, mechanisms to provide support to survivors are not able to quickly and easily provide the full range of immediate and targeted support that many survivors need in practice (e.g. travel costs for medical or other appointments). Strengthened collective mechanisms to enhance data, evidence, monitoring and evaluation are also needed.
- 15 There are also other collaborative initiatives or ways of working that are not global ‘tools’ but which are critical success factors that should be protected and encouraged:** e.g. people, expertise and networks enable peer learning and help maintain and drive up the coherence, effectiveness and quality of PSEAH action. Better coordination and synergies with other sectors including GBV, child protection, health and peace & security sectors, including through more dialogue, sharing data between partners and learning lessons from one another, are also good practices to strengthen.
- 16 A brief overview of key global tools and initiatives mapped against key themes in the [PSEAH Resourcing Theory of Change](#) can be found in Annex C.** This will be further developed as a tool to improve awareness, use and sustainable funding of these tools.

Strengthening collective action at the country level

- 17 The impact of reduced ODA budgets is most strongly felt at country level** with the loss of dedicated, specialist or coordination roles, an erosion of protective systems and vital local organisations, and reduction of access to services for victims and survivors. Urgent action is needed to protect local capacity and expertise, build strong strategic multi-stakeholder partnerships to jointly assess and mitigate SEAH risk in local contexts, place PSEAH efforts within wider strategic plans, and take streamlined and efficient action.

- 18 Proactive leadership and effective, dedicated PSEA coordination capacity are indispensable to strong collective action at country level.** This means we need to protect existing coordination capacity, especially in high-risk humanitarian contexts, and over time seek to expand it beyond humanitarian to development. International organisations working at country level should also explore making PSEAH posts national (rather than international) to embed sustainability, local expertise and resilience.
- 19 Multi-stakeholder strategic partnerships to tackle SEAH must become the default approach, with tailored networks that meet specific objectives and needs.** In-country actors need to work together to ensure there is a countrywide model that works for them and is inclusive of all relevant actors. The model should assess and jointly own SEAH risk and be used to develop and fund a country plan for action. The model and action plan should proactively seek efficiencies, reduce duplication (e.g. risk assessments, hotlines), pool resources (e.g. pools of investigators), produce, share and act on evidence (e.g. which reporting mechanisms work, which don't) and reflect the benefits offered by different roles and actors.
- 20 There are good practices we can learn from, notably well-funded country PSEAH action plans in humanitarian contexts.** In contexts where an international humanitarian response is ongoing, country PSEA networks headed by an inter-agency PSEA coordinator, acting under the leadership of the Humanitarian or Resident Coordinator, develop country action plans which should be the basis of collective action. In other contexts, different models can exist, including communities of practice, RSH national hubs, UN-led efforts and more. Good practice includes:
- grounding country PSEA(H) plans in a collective risk analysis and available data & evidence;
 - inclusive design and buy-in with a wide range of stakeholders;
 - strong quality control, accurate costing, and having informed advocates at the leadership level;
 - embedding plans into broader country strategic plans (e.g. humanitarian response plans and/or country development plans); and
 - proactively seeking efficiencies, ensuring common activities as the default, and splitting responsibilities with other sectors when and as relevant (in humanitarian contexts this includes Accountability to Affected Populations, Protection, GBV and Child Protection, etc).

- 21 Yet even when there are country action plans that meet those criteria, funding requirements are often not met.** Country leadership and senior teams should be required to set out explicitly how the country plan will be resourced, and a financial tracking system developed to ensure transparency and monitoring. There could also be country champions who seek to garner momentum and progress funding – although some argue this would leave too much room for variability depending on individual, an issue the system grapples with already.
- 22 Contributions to country action plans should be diverse and cannot rest on the traditional and now stretched grant-based model.** Institutional donors can contribute. A portion of pooled funds' financial allocations could/should be allocated to collective PSEAH action whenever possible. Philanthropies and foundations could support locally-led movements and organisations. Technical assistance could be mobilised from IFIs. The private sector should be brought in a lot more given the increasingly important role of suppliers, private contractors and consultants in delivering humanitarian, development or peace work. A collective coherent PSEAH partnership and action plan would pool those various resources in a coherent manner.
- 23 National governments are key players which should be brought in more by leveraging entry points, including grassroots initiatives, international financial institutions, the UN and government-to-government interactions.** Good practices were discussed including grounding engagement in a joint analysis to share a common understanding of risks, gaps and actions needed and identify where the national government has specific strengths and power. Different actors can be brought in based on who has the best existing relationships with relevant ministries. Efforts can also be linked to UN Sustainable Development Cooperation Frameworks, other processes such as national ratification of ILO 190, and National Human Rights Institutions (NHRIs). Framing PSEAH to governments as an accountability framework to their people, focusing on conduct and incident management, is key. Using language such as "Do No Harm" rather than "No Excuse," and aligning accountability mechanisms to national mechanisms, is important. Constant, regular engagement and confidence-building measures, starting from the bottom and being realistic about the process, is also a learning from several contexts. Over time, the role of national governments as duty bearers also implies working with them so that they invest in GBV and health systems to build resilience. A mapping of good practices could go a long way in informing a stronger and more agile approach.

24 Effective and strategic partnerships for PSEAH at country level must empower, support and learn from locally-led organisations. Localisation should not be approached as the “cheaper option”, but as a way of working that embeds dignified and equitable partnerships, technical support, and finance.

- Local organisations should not be expected to bear the burden of PSEAH action. They should be protected, as they often are affected by power imbalances themselves, and exposed to intimidations, threats and violence as they uncover incidents and play an accountability role.
- Dignified and equitable partnerships involve listening and taking time to build relationships and trust, sharing and contextualising responsibilities rather than transferring risks or processes.
- Funding instruments and sources should be more proactively mobilised to support locally-led PSEAH organisations, movements and coalitions. This could include pooled funds, ringfencing parts of appeals, harnessing initiatives dedicated to localisation or support to WROs/WLOs/ feminist organisations.
- Localisation should go hand in hand with strengthening participatory approaches that empower and listen to local women and girls and communities on how to manage and mitigate SEAH risks. [Empowered Aid](#) is an example of good practice.

25 At present, PSEAH efforts at country level do not systematically follow the good practice outlined above. 2-3 countries will be identified to: pilot and learn from successful PSEAH partnerships; seek to better systematise good practice; help ensure resources are prioritised where they are needed most; and test how global tools and cooperation can learn from and be adapted to national contexts. Learning and examples of effective multi-stakeholder partnerships will be shared through the CAPSEAH website.

Preserving organisational resourcing

26 At the organisational level the risk of scaling down PSEAH staff and resources is high. Even before recent large-scale ODA cuts there was inherent fragility in the system, as many organisations have functioned either on a budget-neutral basis or without clear planning and knowledge of their needs and how much they spent on PSEAH activities.

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- 27 Organisations need to take immediate action to protect PSEAH work as an essential cost of doing business (e.g. by using the core messages in Annex A), integrate SEAH into existing risk management mechanisms, and assess PSEAH budget needs.** Organisations should also consider where PSEAH work can be streamlined or done jointly e.g. by adopting existing multistakeholder tools and networks (see Annex C and [CAPSEAH](#) for options) to reduce costs.
- 28 Standardising budgeting practices could help organisations budget for PSEAH.** Example budget models should be developed and shared to help identify functions or activities that can be pooled with others, set standards and include activities that can be dialled up or down according to needs and risks. Ring-fencing is an option to ensure a good balance between prevention and response activities (many participants noted that the majority of budgets go towards investigative functions which, although critical, are only one part of a comprehensive PSEAH approach). Sharing budget models will help build understanding on the proportion of organisational budget required for effective PSEAH activities in different contexts (for some organisations consistently investing as little as 0.1% of operational budgets in long-term resources to tackle SEAH has had a significant positive impact).
- 29 Organisations should work with partners to ensure resourcing for safe programming and PSEAH risk mitigation in operational and project budgets all along the delivery chain.** PSEAH funding is not being cascaded sufficiently. Whilst lead partners can and do fund PSEAH posts for example, downstream partners are often not provided with enough budget to fund comprehensive PSEAH positions or actions. Much more intentional and systematic conversations need to happen, and monitoring systems need to be revised and strengthened, at the onset and throughout the project system, to ensure frontline responders are being resourced sufficiently. It should be standard practice to prioritise and systematically and intentionally discuss safe programming and PSEAH risk management and budgets with funders and downstream delivery partners. Organisations should include and encourage PSEAH-specific budget lines in project proposals and update any templates to reflect this.
- 30 As part of these conversations, funders should advocate for and prioritise safe and responsive reporting of SEAH.** All organisations should be clear internally and externally that the reporting of SEAH is encouraged and that failing to act to prevent, report and respond to SEAH is more likely to weaken assurance and affect future funding. Clear and systematic tracking of PSEAH activities, incidents, and spend will help enhance transparency and accountability.

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31 Delivery and budgeting models should pay particular attention to SEAH risk and pressures on the front line i.e. target and prioritise SEAH risk analysis and mitigations where there is most contact with those most vulnerable to SEAH.

The risks of SEAH may increase as organisations and their programmes contract, so organisations need to do all they can to ensure national front-line responders and grassroots actors including WROs and WLOs are sufficiently resourced, especially in high-risk operations, for example by:

- where possible, protecting/extending fixed award agreements with local organisations that are providing support services, leading community engagement or otherwise have a track record of being proactive and effective in tackling SEAH;
- prioritising and/or integrating CSO capacity strengthening activities into projects (aim for “risk sharing” not “risk transferring”);
- recognising that exiting projects early can increase SEAH risks. Larger international organisations in particular should do that in a way which minimises SEAH risk and doesn’t shift the burden of responsibility unduly onto local organizations (BOND have issued [guidance](#) on this);
- recognising where commercial procurement processes and low risk appetites constrain locally-led models and direct-resourcing and reviewing procurement architecture and eligibility criteria for funding to balance better donor risk appetites with local and national actors’ needs and capacity;
- harmonise and simplify due diligence requirements - for example, the FCDO has recently [agreed to passport HQAI CHS certification audits](#) in their due diligence requirements.;
- joining up with wider ongoing initiatives and plans to increase localisation (e.g. recent UN plan to allocate \$300m for WROs, WLOs, locally-led action, Call to Action). But to identify entry points and leverage existing initiatives an initial mapping is needed; and
- better exploiting pooled funds as a key funding channel for frontline responders by ensuring PSEAH is embedded in all the projects those pooled funds support and encouraging better funding of collective locally-led PSEAH action.

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- 32 Better solutions for financing support to victim-survivors should be explored as a matter of urgency.** Funds should be available that can be tapped into rapidly to provide protection (e.g. relocation, accommodation and food) and cover immediate needs (e.g. medical care). Those costs must be part of standard PSEAH action budgeting practices, and support provided independently of whether the incident proceeds to an investigation. This may require simplifying bureaucratic hurdles at the last mile of delivery chains, to speed up disbursement. Accessibility of services will remain a key variable and appropriate funding for support services should be included across all programmes including health, GBV, livelihood and economic empowerment, and legal support. Insurance options to cover support for victim-survivors should be explored (mechanisms already exist to cover losses incurred by fraud, aid diversion or looting). New, pooled, models at country level should also be explored.
- 33 Harnessing new or less explored sources of funding is important.** ‘Making perpetrators pay’ is now part of some organisations’ policies. It can fund some PSEAH activities (e.g. support to survivors) and also act as a deterrent if clearly built into contracts. ‘Crowding in’ funding from newer actors is also an option: philanthropies are interested in funding things such as research or support to survivors’ organisations; and some international financial institutions build in financing for PSEAH in high-risk projects. To crowd in new funding sources, especially from the private sector, we need to make a value proposition i.e. turning GBV and PSEAH into a material risk for investors or an opportunity to help them see value in investing, including in prevention.

Next steps

- 34** Participants agreed to **review and agree a set of core messages to use in their dialogue with seniors and leaders.** These are attached at Annex A.
- 35** A summary of **recommended actions for immediate use** is attached at Annex B.
- 36 Dialogue will continue and progress updates on PSEAH resourcing will be built into PSEAH coordination bodies** (e.g. the Cross Sector Steering Group, the Donor Technical Working Group, and the DAC Reference Group on SEAH) to promote the uptake of the report’s recommendations and help translate them into tangible action.
- 37 Emerging learning and good practice relating to PSEAH Resourcing will be added to CAPSEAH.**

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For further information please contact the FCDO CAPSEAH team at CommonApproach.PSEAH@fcdo.gov.uk

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Annex A: Core Messages for Resourcing PSEAH

1 SEAH¹ is widespread and harms people, organisations and communities

- **Perpetrators abuse the power they derive from their position as humanitarian-development-peace actors.** This undermines trust and the effective delivery of work.
- **SEAH is widespread and also widely under-reported.** Two sources reported over 1000 cases in 2024, but many cases go unreported even when reporting mechanisms exist².
- **SEAH disproportionately impacts women and children.** Over 90% of known victim-survivors are female. 1 in 3 victims are under 18. Approximately 1 in 4 cases involve sexual abuse including rape. Male victims may face additional challenges. Harm is long-lasting.
- **Sudden funding cuts have led to restructurings, closures and cuts in PSEAH services.** This increases SEAH risks and reduces capacity to prevent, detect, and respond.

2 Tackling SEAH is good for people, organisations and strategic impact

- **Protection from SEAH is an essential, not optional activity.** Just like tackling fraud & corruption PSEAH is part of the ‘cost of doing business.’ It can’t just be projectised or dropped when savings are needed. PSEAH underpins effective delivery and wider impact.
- **Tackling SEAH is about integrity and accountability.** What we say about SEAH, the conduct we expect of our staff and partners, and how we deal with cases defines us. How we deliver matters as much as what we deliver. It impacts who wants to work for and with us.
- **SEAH can’t be looked at in isolation.** Organisational cultures which overlook or minimise SEAH are more likely to experience other issues such as fraud. Employees who perpetrate SEAH contribute to health, safety and security risks and reduce organisational effectiveness.
- **PSEAH improves effectiveness and reduces legal, financial and performance risks.** Past high-profile cases have shown that not doing the basics to tackle SEAH damages organisations’ and leaders’ effectiveness, impact, balance sheets, reputations and prospects.

¹ Sexual Exploitation, Abuse and Harassment. PSEAH = Protection from SEAH. SEAH happens not just in aid.

² [UNSG Special Measure Report A/79/789](#) and [CHS Harmonised Data Collection and Reporting Scheme](#): possible duplication, but data only covers tiny % of aid work. 12% of FCDO staff affected report. 7% of GBV survivors report: Palermo, T., Bleck, J. & Peterman, A. Tip of the Iceberg: Reporting and GBV in Developing Countries. 2014

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- **Funding should not be withdrawn or paused simply because SEAH is reported given it is common.** But failing to do what is reasonably expected to prevent and respond to SEAH risk may impact funding decisions. Zero or few cases reported may indicate a problem.

3 Tackling SEAH requires relatively little resource and is value for money

- The financial, time and trust-rebuilding costs of response to cases are much higher than investing early and regularly in effective measures to prevent SEAH.
- Consistently investing as little as 0.1% of operational budgets in long-term resources to tackle SEAH should have a significant positive impact. This may typically include: a PSEAH policy; regular leaders' messaging; staff engagement; staff vetting; PSEAH training and outreach; risk assessment and monitoring; reporting and response mechanisms; and permanent technical capacity to lead work internally and engage externally.
- **PSEAH is a collective endeavour. Most organisations and their funders are both doing PSEAH and requiring it of partners.** Aligning efforts e.g. via [CAPSEAH](#) reduces costs and improves impact. Collectively, the total PSEAH global investment needed is a tiny fraction of global ODA and organisation's budgets. Supporting locally-led and women's organisations is important and can reduce costs and improve impact for those not based in those countries.

Annex B: Summary of Recommended Actions

Actions are ordered by their approximate urgency, recognising that urgency may vary depending on sectors and organisations. For recommended actions by organisations and projects, it is for them to decide how to take these forward and who will be responsible for each (e.g. senior leadership and decision makers, PSEAH, project or operational leads, but will vary depending on the type and size of the organisation). Updates on PSEAH resourcing will be built into PSEAH coordination bodies (e.g. the [Safeguarding Cross Sector Steering Group](#), the [Donor Technical Working Group](#), and the [DAC Reference Group on SEAH](#)) to keep track of organisational progress and to take forward collective actions.

A. For organisations and projects they help deliver

- 1 **Integrate SEAH into existing organisational and project-level risk management mechanisms. For example, update risk registers and/or risk appetite statements to include the risk of SEAH.** This will help assess if you're operating within appetite and are comfortable with levels of SEAH risk exposure, both for protecting your personnel from harm and ensuring they don't cause harm.
- 2 **Calculate how much and what % of administrative and programme budgets is currently spent on PSEAH** and for what activities. Are there obvious gaps or overlaps? If it is not possible to calculate, make an estimate based on current PSEAH activities and explore options for tracking budgets in future.
- 3 **On the basis of points 1-2 above, quantify the resources needed for PSEAH in the next 12/24 months.** This could include: internal (e.g. training, investigations, risk management, communications); victim-survivor support; projects (which might also include community engagement); accountability mechanisms, risk management); and global spend (if you decide to fund global tools). You could use broad 'minimum', 'medium' and 'maximum' scenarios to allow for adjustment for different circumstances linked to funding and risk exposure.

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- 4 **Ensure resourcing for safe programming and PSEAH risk mitigation in operational and project budgets all along the delivery chain.** Prioritise and systematically and intentionally discuss safe programming and PSEAH resourcing and risk management with funders and downstream delivery partners. Include and encourage PSEAH-specific budget lines in project proposals and update any templates to reflect this.
- 5 **Pay particular attention to SEAH risk and pressures on the front line i.e. target and prioritise SEAH risk analysis and mitigations where there is most contact with those most vulnerable to SEAH.** The risks of SEAH may increase as organisations and their programmes contract, so we need to do all we can to ensure national front-line responders are sufficiently resourced, especially in high-risk humanitarian operations:
 - where possible, protect/extend fixed award agreements with local organisations that are providing support services, leading community engagement or otherwise have a track record of being proactive and effective in tackling SEAH.
 - prioritise and/or integrate CSO capacity strengthening activities into projects and aim for “risk sharing” not “risk transferring”;
 - exiting projects early can increase SEAH risks. Larger international organisations in particular should do that in a way which minimises SEAH risk and doesn’t shift the burden of responsibility unduly onto local organizations. BOND have issued [guidance](#).
- 6 **Advocate for and prioritise safe and responsive reporting of SEAH.** Be clear internally and externally that the reporting of SEAH is encouraged and that failing to act to prevent, report and respond to SEAH is more likely to weaken assurance and affect funding.
- 7 **Identify where planned PSEAH work can be streamlined or done jointly e.g. using existing multistakeholder tools and networks** (see Annex C and [CAPSEAH](#) for options) to reduce costs. This will also help identify specific internal investment or funding needed in project proposals/budgets.

B. Collective action

Global and cross-cutting

- 8 **Keep PSEAH on the agenda.** Consider joining the over 200 organisations and countries who have [formally endorsed](#) CAPSEAH. Endorsement is non-binding, but an important internal and external signal of commitment to PSEAH.

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- 9 **Keep PSEAH resourcing on the agenda.** Use existing collaborative networks to continue discussions about how to mitigate PSEAH risk and protect, prioritise, streamline resources. Feed into wider networks, thinking and action on gender, human rights, UN reform and other relevant fora.
- 10 **Maximise efficiency and shared learning through the use of multi-stakeholder tools.** Use, invest in and monitor the impact of collective global tools which help improve, align and streamline common PSEAH approaches and enhance shared learning, data and evidence. A summary of these tools is available at Annex C.
- 11 **Protect vital local organisations.** Join up with philanthropies and foundations, gender, GBV and feminist initiatives to support local organisations, women-led and women-focused organisations, mutual aid and self-help groups, which are key to SEAH response and prevention including, crucially, to support survivors and victims and need dedicated financial resources;
- 12 **Explore more strategic use of evidence, data and trends analysis.**
 - Use existing sources ([Data Harmonization Scheme](#), [iReport](#), [SEA-RO](#), [GBVIMS](#), [Misconduct Disclosure Scheme](#), [research](#) etc) to inform advocacy, to build leadership engagement and to make the “business case” for the positive impact of PSEAH work, including prevention
 - Establish a small working group to identify direct analysis and other data that can serve as “proxy” indicators of SEAH. Identify gaps in available data sets/indicators and work collectively to fill these gaps (ex. make public data on length of investigation and length of post-investigation processes; move beyond "was victim referred" to what services were unavailable etc.)
- 13 **Develop and circulate PSEAH spend, cost and budget models** to build evidence and understanding of spend against need and to support the development of guidance on PSEAH budgeting in different contexts, focusing on meeting core PSEAH standards.
- 14 **Lighten internal and external administrative burdens** including through alignment, harmonisation and streamlining of due diligence and reporting requirements (for example, the FCDO has recently [agreed to passport HQAI CHS certification audits](#) in their due diligence requirements).
- 15 **Explore and leverage new funding sources and initiatives in related sectors.** For example:

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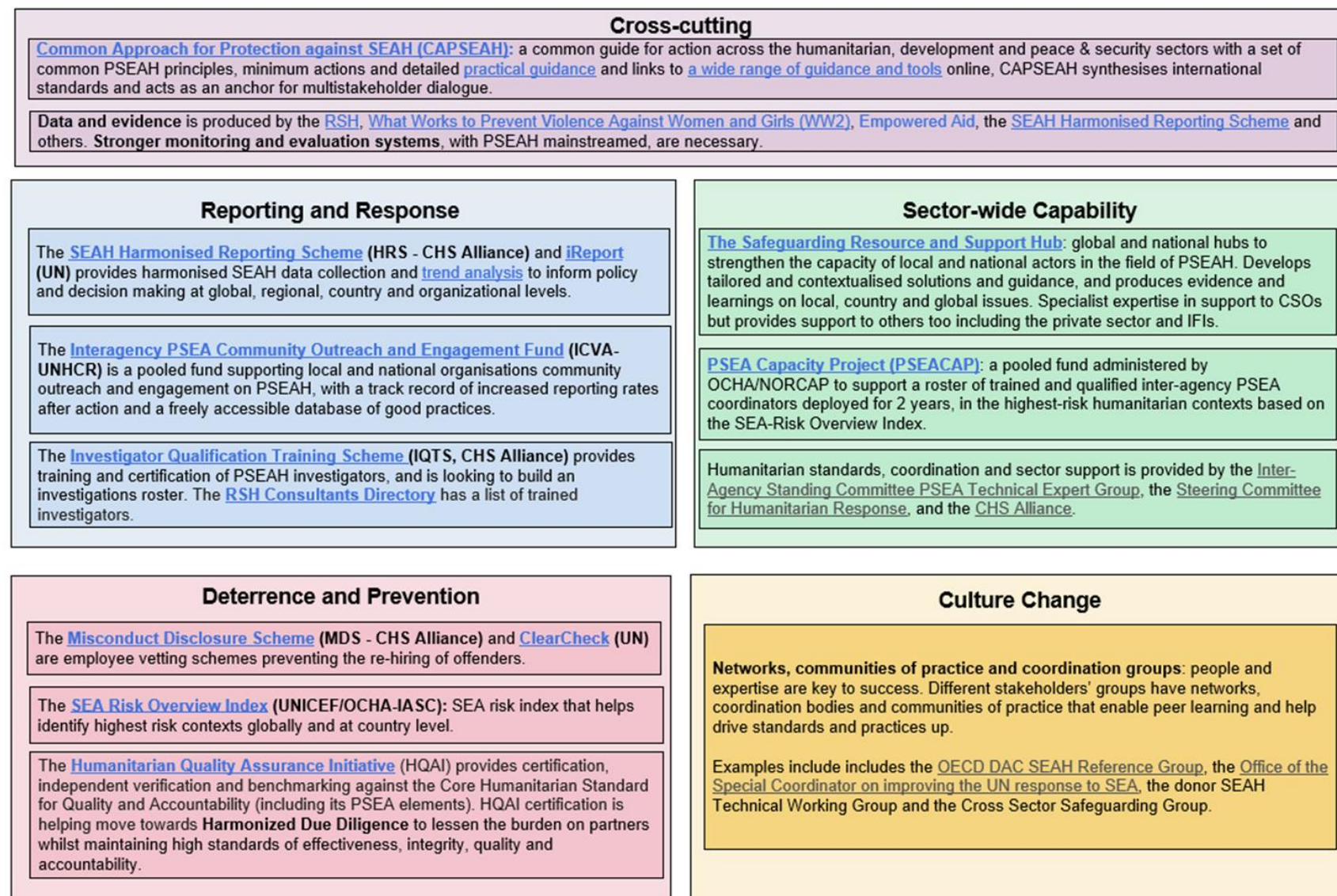
- Explore innovative ideas e.g. insurance for PSEAH response; shift admin leave to “unpaid”; analyse differentials in money paid to perpetrators during admin leave compared to paid for survivor response or support.
- Explore, share and adopt ways to hold perpetrators accountable for costs incurred (e.g. using withheld salaries or benefits to finance support to victim-survivors).
- Leverage providers of non-financial resources e.g. international financial institutions can be strategic allies in dialogue with governments and the private sector and provide technical assistance in addition to any financial assistance.

Country level

- 16 Ensure PSEA(H) technical capacity is retained with a focus on the highest-risk contexts when budgets are stretched**, with due consideration given to sharing positions and functions across organisations and sectors.
- 17 Proactively and systematically seek out efficiencies through reducing duplications and overlaps and strengthening the sharing (‘mutualisation’) of resources.** Areas of efficiencies will depend on context, but might include joint country risk analysis, reporting mechanisms, joined up mechanisms for investigations, victim support, training and learning.
- 18 Where country PSEA(H) action plans exist that are tailored, costed, based on inclusive consultation, joint data and risk analysis, and cross-sector coordination, a strategy to resource them should be embedded in wider country plans** (e.g. humanitarian response plans and/or country development plans). Annual resourcing conversations should be held to mobilise and track financial, technical and human resources.
- 19 Develop, support, and share good practice in forming strategic multi-stakeholder PSEAH coordination and partnerships at country/regional level.** 2-3 countries will be identified to test implementation and learn from successful partnerships. These will factor in, but not be limited to, UN country coordination mechanisms and government actors.

- 20 Strengthen engagement with national governments leveraging the best placed stakeholders depending on contexts** e.g. international financial institutions, National Human Rights Institutions, CSOs. Support efforts such as joint risk analysis and the development and use of national strategies/plans as entry points. Look for lessons where national legislated budgetary appropriations can contribute to PSEAH.

Annex C: Summary of Key Global Tools and Initiatives



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Wilton Park is a discreet think-space designed for experts and policy-makers to engage in genuine dialogue with a network of diverse voices, in order to address the most pressing challenges of our time.

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