



DO NO HARM POLICY

Introduction

International Blue Cross (IBC) has a mission to prevent, treat and reduce substance use, abuse and dependency among the most vulnerable people around the world. Headquartered in Bern Switzerland, IBC is an international actor in the field of development cooperation and serves as the umbrella organization for its national member organizations. IBC has no regional offices but works with in-country partners.

The members are independent, non-political and non-denominational Christian associations that form a network to assist marginalised populations and people harmed by, or at risk to be harmed by, alcohol and drugs.

As a global organisation, IBC also implements international development cooperation programmes in the field of substance abuse in line with the United Nations 2030 Agenda. Project activities are run in grass roots settings in various locations and include alcohol and drug prevention, treatment and counselling for people with substance abuse problems, as well as international policy advice and lobbying.

The six core values of the International Blue Cross are: Liberating Spirituality, Excellence, Empowerment, Solidarity, Respect, and Inclusiveness.

Purpose

The management of conflicts of widely varying types plays a key role in several countries where the IBC works. To carry out its mission to prevent and reduce substance abuse among the most vulnerable people around the world, IBC needs to ensure that development interventions and funds reach them in the most efficient, effective and transparent manner possible. The Do No Harm Policy's goal is to monitor the influence of IBC-supported projects in order to avoid contributing to instability and violence in context of conflict and to monitor any unintended consequences of our activities.

This policy has been designed by and for IBC and will be adopted by the Network Committee. IBC will share the policy with its partners and members and encourage the adoption of a similar policy at the local level.

What is the do no harm concept?

"Do no harm" is a tool first developed by Mary Anderson and published by the organisation CDA (Collaborative Learning Projects). Mary Anderson developed the "do no harm concept" in 1996/99 that analyses interrelated effects between the context of conflicts and project interventions.



The aim is to neutralise factors which intensify conflicts, or at least ease their impact, and to strengthen factors which support a non-violent resolution of conflict.

The seven lessons of the do no harm concept:

- 1. Every intervention in the context of a violent conflict has an impact on the conflict.*
- 2. The conflict context is always characterised by two groups of factors: dividers or tensions, and connectors or local capacities for peace.*
- 3. Every intervention involves an interactive process with both groups of factors – both in the positive and negative sense.*
- 4. The transfer of resources within the framework of project intervention has an impact on the conflict context.*
- 5. Implicit ethical messages within the framework of project intervention also have an impact on the conflict context.*
- 6. The details of an intervention determine its impact on the conflict.*
- 7. Experience shows that there are always alternative options for project interventions.*
(CDA Do No Harm Handbook 2001)

Objectives

This policy aims to enable IBC to achieve the following objectives in all our interventions:

- To be aware that our work and our interventions are important, but also can cause unintended consequences.
- To identify the impact of the interventions in both positive and negative directions.
- To learn how the interventions interact with the given circumstances.
- To be able to adapt the interventions when necessary.

Areas of Application

IBC will take into consideration at programme planning how to achieve do no harm policy:

- Analyse **dividers** and sources of tensions between groups: Systems & Institutions; Attitudes & Actions; [Different] Values & Interests; [Different] Experiences; Symbols & Occasions.
- Analyse **connectors** across subgroups and Local Capacities for Peace: Systems & Institutions; Attitudes & Actions; [Shared] Values & Interests; [Shared] Experiences; Symbols & Occasions.
- Analyse the **aid programme**: mission, mandate, headquarters; describe the local programme in terms of why; where; what; when; with whom; by whom and how.
- Analyse the aid programme's **impact** on dividers/tensions and connectors / local capacities for peace: is the programme design, its activities, or its personnel increasing or decreasing dividers / tensions? Is it supporting or undercutting connectors / local capacities for peace?



- Consider **options** for programming redesign and re-check the impact on dividers / tensions and connectors / local capacities for peace: how can the programme details be redesigned so it will “Do No Harm” and strengthen local capacities for peace? Ensure the redesign options avoid negative impacts on the dividers or connectors.

IBC contracted partners and support recipients

- Work with our contracted partners to design and adapt our services to eliminate harm wherever possible.
- Promote and explain the rationale for the do no harm policy.
- Take into account that interventions can have intended or unintended influence on conflicts.
- Partners are responsible for developing the local complaint mechanisms and inform beneficiaries of IBC complaints procedure and opportunities for raising concerns and complaints.
- Work with partners to design and adapt our services to promote the do no harm approach so that they are feasible and appropriate in satisfying their needs.

IBC employees and volunteers

- Setting standards of acceptable behaviour for all employees and volunteers.
- Recruit, train and develop employees and volunteers on merit and sign code of conduct.
- Promote and explain the rationale for the do no harm policy
- Take into account that interventions can have intended or unintended influence on conflicts.

IBC members and donors

- Work with our donors and members so that we have a consistent approach to the issue of do no harm approach.
- IBC will inform all their independent member organisations of ‘Do no harm’ approach.
- All IBC arranged member organisation and donor events require participant commitment to adhering to this policy.

The community

- Cooperate and work with relevant partners to help promote social, environmental and economic well-being in a cohesive and inclusive manner and provide structures for handling feedback and complaints.
- Communities we work with know how to complain if these commitments are not met.
- Appropriate awareness-raising tools and approaches are used with communities, which are relevant to age, language and capacity.



Complaints Procedure

IBC seeks to provide a safe environment through which stakeholders can voice a concern, without fear of reprisal or unfair treatment (Non-retaliation/ whistleblowing principle). These instructions will apply to the handling of complaints unless they are in conflict with compulsory Swiss legislation in which case IBC complies with mandatory legislation. The Swiss law supplements the complaint procedure as necessary for handling the complaint. Complaints can be made in **English or in French** by filling in an online form, by e-mail, phone, in person, or by post. IBC website contains details of how to complain, including a sample complaints letter format. IBC implements a fast-track process for dealing with complaints about Sexual Exploitation and Abuse and other gross misconduct issues.

IBC Secretariat

Complaints

Lindenrain 5a

3012 Bern, Switzerland

Tel.: +41 31 301 9804

Email: complaints@internationalbluecross.org, Webpage: www.internationalbluecross.org

The complainant shall receive confirmation of receipt of the complaint, within 5 working days after IBC receives the complaint. The email, letter or phone call should give the following information:

- when and how the complaint was received;
- how the IBC has responded to the complaint so far and what it will do next;
- the name of the focal point or person responsible for the complaint;
- the person to contact with questions or feedback.

IBC is committed to responding to all complaints and concerns of abuse in English or in French. IBC has responsibility for this work, and carries out investigations, and delivers support to survivors of and victims according to the [IBC complaints policy](#). IBC will communicate the preliminary outcome of an investigation to the complainant(s), where possible, within 60 days after acknowledgment of the complaint. In complex or exceptional cases, the investigation period may take longer.

Any investigation may result in disciplinary hearings and disciplinary action. Thereby, IBC applies the disciplinary guidelines of ACAS (Advisory, Conciliation and Arbitration Service) and the national employment law. Allegation of gross misconduct will result to immediate suspension of this person from work until investigation is concluded. Gross misconduct includes issues such as corruption, sexual or any other form of exploitation, violence, abuse and criminal acts (<http://www.acas.org.uk/media/pdf/f/m/Acas-Code-of-Practice-1-on-disciplinary-and-grievance-procedures.pdf>).

If the complainant(s) or subject(s) of complaint does not accept the outcome of the investigation, he/she/it/they can appeal the decision to the Network Committee (NC) using the IBC Complaints procedure as explained above. For a more detailed overview of the good



practice on handling complaints we adapt the ACT Alliance Complaints Procedure (2016). Its guidelines are the basis for our process (<https://actalliance.org/wp-content/uploads/2015/11/Complaints-and-Investigation-Guidelines-July-2010-1.pdf>).

Responsibilities

The Network Committee (NC) is the driving force behind this policy and its members are informed of all logged complaints without confidential details. NC provides the **secretariat** with the assistance to drive the IBC strategy, statutes and vision. All IBC employees are responsible for upholding, respecting and acting in accordance with this policy and two-yearly signing that they have updated their knowledge on the topic.

Management provides direction, training and support to ensure employees and contracted partners understand their responsibilities and can apply this policy in their areas of work. The **Code of Conduct** states that it is the duty and the responsibility of all managers, employees and IBC representatives **to report** in line with this policy any suspicions or incidences of inappropriate behavior. IBC arranges case-by-case support for victims. Victims have access to medical and psychological support. **Survivors and victims** can choose if and when they would like to take up the support options available to them.

Policy Review

This policy will be reviewed every 4 years, or as necessary. IBC will review the operation of this policy in consultation with the NC, employees and other stakeholders, where appropriate, in light of changing best practice and the law, amending the policy where required. IBC will take into account any lessons learned from handling complaints and to take into consideration any feedback received. IBC secretariat staff is responsible for the effective implementation of this policy in all IBC work.

Date Approved: 1st March 2019

Signed

A handwritten signature in black ink, appearing to be "Albert Moukolo".

Albert Moukolo
President IBC

A handwritten signature in black ink, appearing to be "Anne Babb".

Anne Babb
General Secretary IBC