



SUNA'S DAUGHTERS

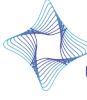


UÇAN SÜPÜRGE
KADIN İLETİŞİM VE
ARAŞTIRMA DERNEĞİ
FLYING BROOD WOMEN'S COMMUNICATION
AND RESEARCH ASSOCIATION



EMpower

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Koruncuk
Oran Kurumu

STGM
Sivil Toplum Geliştirme Merkezi

ŞEHİR
DİLEKTİFİ

Girl-Centered Organizational Policies





Why should we design organizational policies with girls in mind?

Institutions and organizations that are recognized as legal persons in terms of law interact with suppliers, partners, donors, other institutions and organizations, as well as members, managers, employees, volunteers, experts and target groups. As a living and learning structure, every action of your organization has a direct or indirect impact on these natural and legal persons. In an inherently interrelated world, where concepts, ways of working and organizing are constantly transforming, there is a need for organizational policies that regulate and define these relationships and interactions. These organizational procedures are necessary to ensure peace at work, to prevent violations of rights within your organization and to find solutions to mitigate potential negative impacts.

As emphasized in **girl-centered programming**, organizational policies should also be designed with a human rights-based approach; they should always focus on rights and freedoms and deliberately and systematically take them into account. Therefore, the [United Nations Convention on the Rights of the Child](#) should be the main basis for girl-centered organizational policy documents. [Other foundations include the Other foundations include the United Nations Convention on the Elimination of All Forms of Discrimination against Women](#), the [United Nations International Convention on the Rights of Persons with Disabilities](#), the [United Nations International Covenant on Civil and Political Rights](#) and the [International Covenant on Economic, Social and Cultural Rights](#). Preparedness and response to disasters and crises should be based on the [Minimum Standards for Child Protection in Humanitarian Action](#), [UNICEF Core Tasks for Children in Emergencies](#), [Operational Guidelines for the Protection of People in Natural Disasters](#), [IASC Gender Guidelines for Humanitarian Action](#), [Sendai Framework for Disaster Risk Reduction](#) (2015-2030).

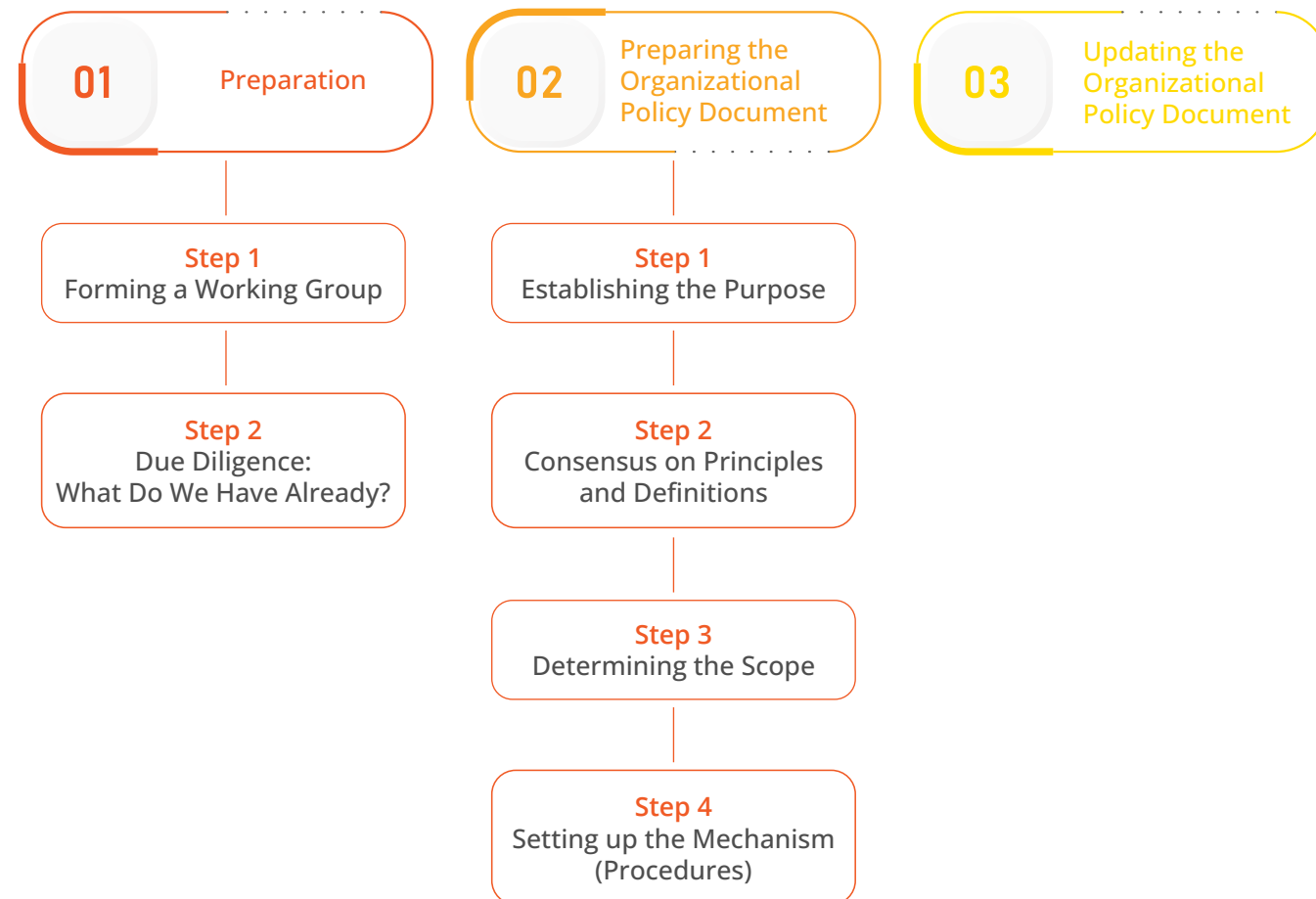
Organizational policy documents designed and implemented with girls in mind demonstrate the organization's commitment to preventing and responding appropriately and restoratively to harm that children may suffer as a result of contact with children within the scope of the organization's activities.

This document provides guidance on how existing or necessary organizational policies on various matters (recruitment, procurement, in-house training, working conditions,

communication, information security, environment, sustainability, child safety, inclusion or gender equality, etc.) are or should make clear how much your organization cares about girls (given their different needs, expectations, conditions, capabilities as girls) with whom your organization has direct contact or whose lives will be indirectly affected by your work.

The aim of this section is to raise awareness about the importance and prioritization of designing organizational policies with girls in mind, and to use the suggested tools to make your organizational policies girl-centered.

There are three phases of girl-centered design of organizational policies, lasting three to five months:



Preparations: Due Diligence

2 to 4 weeks At the end or beginning of each year Interviews, meetings (face-to-face and/or online) Working group

At this stage, **organizational policy documents that promote, protect and prioritize a girl-centered perspective within the organization should be discussed**, taking into account your organization's main objective, i.e. its mission and vision, and taking these as limits. In this preparatory phase, the current situation is assessed, with the **Preparations: Due Diligence**, within the framework of objectives, expectations, available resources and needs taking an average of one month. This period can be longer or shorter depending on the needs.

Step 1: Forming a working group

Step 2: Due diligence: What do we have already?

Policy documents serve the function of looking at the organization from the outside. They enable the organization to answer the questions “what is our public promise/demand (addressing every organization, everyone)?” and “what should be its internal reflection?”. For example, no one (from management to staff to volunteers) in an organization that has the aspiration to ensure that girls are not subjected to discrimination in the public or private sphere or to eliminate the risk of discrimination against girls should have any direct or indirect discriminatory attitude, action, discourse or approach towards girls. Only if an organization takes measures to prevent this, or intervenes when this happens, can we speak of its ownership and commitment to the public promise and demand. The existence of the policy document is critical to ensure that your organization's girl-centered approach is owned by all staff, beneficiaries and others involved, and for the design of all your work.

Step 1: Forming a Working Group

1 to 2 weeks Interviews, meetings (face-to-face and/or online) Management

Regardless of the size or diversity of your organization's human resources, it is essential that organizational policies are designed and monitored by a core team to ensure efficient and effective operation. It is critical that this team consists of people who know, recognize and follow your organization, especially its mission and the programs, projects, events and activities carried out to fulfill this mission.

¹For the concepts of mission and vision, see the Girl-Centered Programming section of this digital guide.

You can call this team a “working group” or a “working committee”. Entry into a working group should be evaluated on the basis of volunteering, and the number of team members should be increased as necessary. In medium- and large-scale organizations, it would be useful to bring into the team people from different units/departments and with different expertise, if possible.

After forming the working group, do not forget to provide a division of tasks and a work plan/calendar, and announce it within the organization! Make the responsibilities of the working group known to all staff, beneficiaries and others involved.

Step 2: Due Diligence: What Do We Have Already?

 1 to 2 weeks  Interviews, meetings (face-to-face and/or online)  Management

Organizations or institutions prepare policy documents for themselves with various motivations, as described below:

- To clarify an important/necessary issue for the organization by discussing it together.
- To conduct inclusive and participatory work.
- To identify rights violations and to determine how to act in case of violations.
- To determine the criteria for what the organization/institution can do and the way and method it will follow for what it cannot.
- To eliminate the negative impacts of the activities of the organization/institution on the environment and other living and non-living beings on the planet.
- To prevent violations of rights that may arise from or during the work of the organization/institution.
- To put existing rules in writing.
- To ensure standardization/consensus in practices.
- To meet needs on the basis of past experiences, current situation and future vision.
- To collectively produce solutions for the problems experienced.
- To be prepared for problems/crises.

The due diligence phase allows you to review your existing organizational policies, or those you think you should have (perceived gaps), and your motivation for preparing the policy document, examples of which can be found above. This is a good opportunity to look at

organizational policies, procedures, workflows through the lens of girl-centered design. Policy documents should be organization-specific, even if they contain some generic elements.

As noted in the due diligence stage of the **Girl-Centered Programming** section, “conducting the preparatory phase in as **participatory and democratic** a manner as possible is essential to ensure that the ultimate objective, a girl-centered program, is owned and effectively implemented within the organization. If the due diligence is left to the working group only, no realistic findings can be reached. Inaccurate assessments lead to inaccurate diagnosis and therefore an ineffective treatment. This results in waste of time, financial resources and human labor.”

Since the needs and experiences of your organization are the primary starting point, only through a participatory process can holistic and inclusive results be achieved. Methods such as informing, asking about needs and expectations, soliciting opinions, getting feedback, co-designing, etc. help ensure that everyone in the organization is aware of the policy document that will be produced or revised as needed, and that what is written in the document will not simply remain on paper. It should not be forgotten that everyone has knowledge, experience and perspectives to contribute to the process as users and implementers of these policies. In other words, contrary to popular belief, although an organizational policy document prepared by experts may provide a printed framework, what is instructive for the organization is to identify needs and to discuss problems and solutions together. It is this process of collective discussion and reflection that enables a policy to be implemented within an organization. Sharing a policy or a document that has not been prepared through a participatory process and saying “Just use it” will usually lead to cases where people complain “We have a policy, but it is not known or implemented”. Organizations with larger staff and operations need to ensure participation through information, consultation and feedback mechanisms.

For a participatory due diligence process before drafting an organizational policy document, you can establish your principles by taking into account the following elements:

- Keep everyone in the organization informed of the process: Letting everyone know “on what issues, for what purpose, with whom and how are we formulating policy?”.
- Running the process of getting feedback from everyone in the organization.
- Creating space for contributions, suggestions, and needs to be communicated in written, verbal or other forms: Using email, one-to-one meetings, joint meetings, online forms, etc.
- Ensuring gender equality when soliciting contributions.

ATTENTION! As part of the due diligence, it will be helpful to have an internal participatory process, as well as to hear the views of both boys and girls in your target group or among the beneficiaries, i.e. to ensure meaningful **child participation**. For effective child participation, it is necessary to determine the tools and methods for obtaining views from children and how to involve them in the process.

As mentioned in the due diligence step in the **Girl-Centered Programming** section: You can conduct interviews simultaneously if necessary to make efficient use of time and effort. In accordance with KVKK rules, do not forget to obtain verbal and written consent from each person you interview before recording audio or taking notes! Afterwards, reviewing the transcripts of the audio recordings and your notes together, transforming them into a shared note and archiving them will create a useful memory for both the working group and the organization.

During the due diligence phase, first list your organization's policies and procedures. When making this list, note the date of preparation and start of implementation of the policy document, the date of update, any additions, deletions or changes this update includes and, if possible, why this is needed.

EXAMPLE: Organizational Policy Examples

Governance Policy	2020	Update: 2023
Financial Governance and Reporting Policy	2020	Update: 2023
Procurement Principles and Procedure	2020	Update: 2023
Anti-Bribery and Corruption Policy	2020	Update: 2023
Human Resources Management Standards	2020	Update: 2023
Communication and Visibility Principles and Procedure	2019	Update: 2023
Zero Tolerance Policy on Violence	2019	
Gender Equality Policy	2019	
Accessibility Policy	2022	
Environmental Protection and Sustainability Policy	2020	
Child Protection Policy	2022	
Child Safety Policy and Code of Conduct	2022	
Child Participation Policy	2023	

Preparing the Organizational Policy Document



6 to 9 weeks



At the end or beginning of each year



Interviews, meetings (face-to-face and/or online)



Working group

The steps, actions and measures necessary for the realization of the objectives in the area where the policy is developed must be defined. In other words, the actions to be taken in this regard must be declared by your organization. Don't forget to plan for the impact of the policy on human resources, recruitment, procurement, visibility, etc.

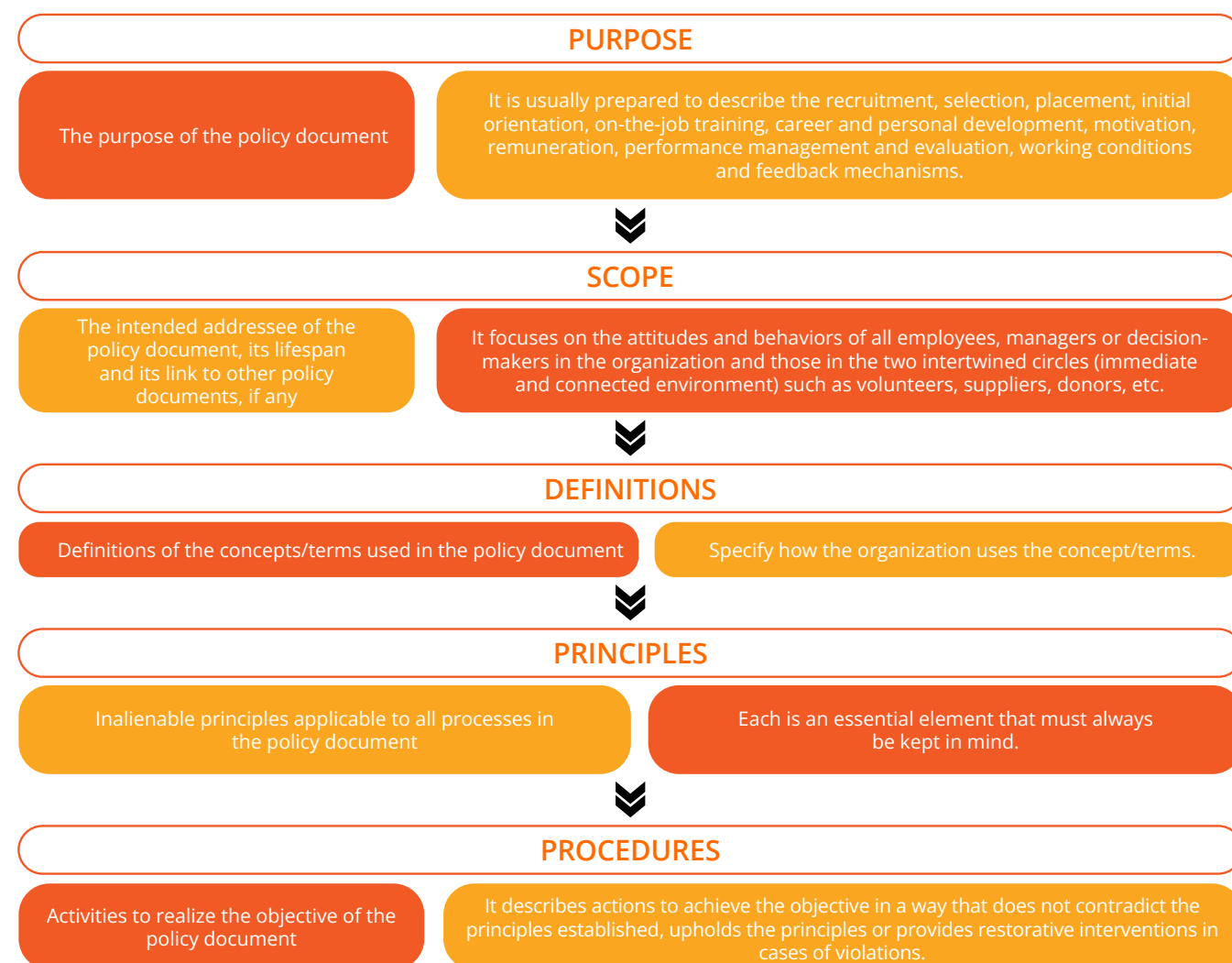
At this stage, your organization's existing policies and procedures will be transformed by making them girl-centered, or girl-centered organizational policies and related procedures will be prepared. The efforts should culminate in a description of a functional, working structure that meets the needs you have identified, fulfills your purpose, and prevents potential problems, rather than a policy document that only remains on paper or is known to a few people in your organization. The Organizational Policy Document Preparation Phase is expected to take one and a half to two months on average. This period can be longer or shorter depending on the needs.

Step 1: Establishing the purpose

Step 2: Consensus on principles and definitions

Step 3: Determining the scope

Step 4: Setting up the mechanism (procedures)

EXAMPLE: Human Resources Policy

ATTENTION! You can create checklists for the changes you commit to in your policy documents and check the functioning of the mechanism that enables this transformation at certain times.

Step 1: Establishing the Purpose

1 to 2 weeks Interviews, meetings (face-to-face and/or online) Working group

In the preparation phase, after reviewing what you already have, you should define your needs in order to clarify the purpose of your document. What is critical here is to consider how girl-centered organizational policies and related procedures can ensure the protection of girls' rights, promote their development, enhance their participation and keep them out

of harm's way. Keeping in mind how your organization will "contribute to girls feeling better and safer", you can answer the following questions:

PURPOSE OF THE ORGANIZATIONAL POLICY DOCUMENT: QUESTIONS TO SERVE AS EXAMPLES FOR THE NEEDS ASSESSMENT

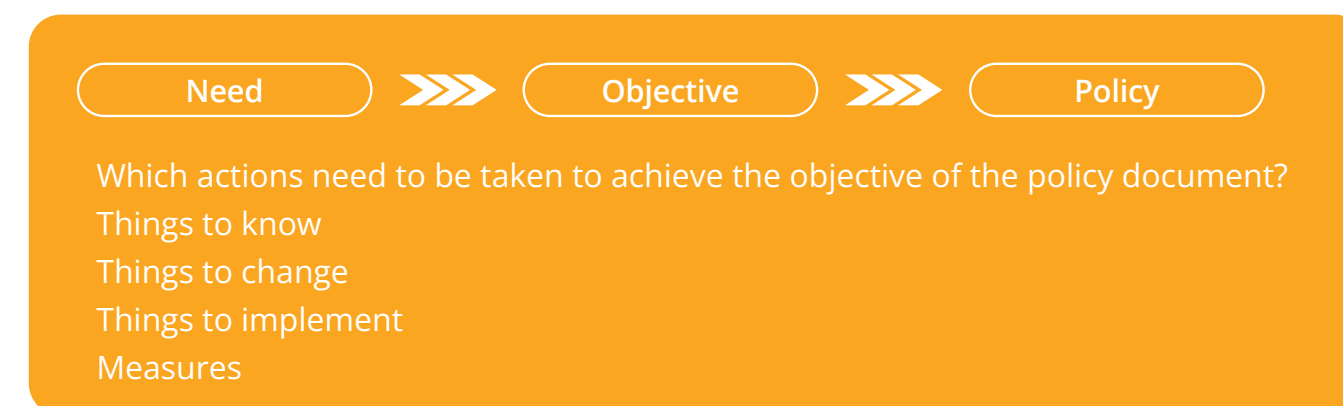
- Why do we need to develop this policy?
- What problems and challenges can the policy document tackle?
- Are there any previous problems or experiences regarding this? If yes, describe?
- Which problems can the policy document prevent?
- What are we committing to for girls and children in general with this policy document?

Discussing needs with guiding questions such as this one will show what is specific to your organization and what needs to be focused on. In this way, the policy document can respond to your daily, changing and evolving needs beyond a general framework.

The following **CHECK QUESTIONS** can also be useful as a complement:

- Are there concepts or methods that we need to learn and clarify? If yes, what are they?
- Can these needs be covered by this policy document? Or does it point to further policy needs?
- What are our organizational (e.g. employees, members, volunteers) and external (e.g. volunteers, consultants) resources that contributed to the preparation of this policy document?

Policies are geared towards the realization of objectives. The objectives in the policy document are therefore a starting point.



ATTENTION! It is necessary to link the policy document to your organization's activities and other policies and to ensure that it does not conflict with other policies.

Step 2: Consensus on Principles and Definitions



1 to 2 weeks



1 Interviews, meetings (face-to-face and/or online)



Working group

Once the purpose of the policy document is established, it is time to write down the definitions of the principles that the document observes, upholds and guides, as well as the elements of its content.

Remember! Policy documents also set out the organization's stance and commitment. Therefore, the way in which concepts are handled and defined in organizational policy documents reveals the stance/perspective of the organization on a given issue. The definitions and principles sections of policy documents are informative and clarifying within the organizational context when expressing its position to third parties, and protect organizations and individuals from potential ambiguities.

Although the prevailing practice is to use general, accepted definitions and principles, it is important to ponder and reflect on each definition and principle, and to agree on a common ground. For example, although "participation" is a frequently used principle, its meaning and the time or place of its use differ for each organization/institution. It is necessary to discuss and agree on who will be involved, at what stage, in which mechanism, not to mention the level of participation. Principles and concepts that are not agreed on and clarified can cause confusion and problems for your organization and for the people involved.

EXAMPLE: Child Safety Policy

PRINCIPLES (Hayata Destek Derneği/July 2023/Child Safety Practice Guideline)

- All children have equal rights.
- Every child is unique!
- Do no harm.
- Provide a safe space and support.
- Fulfill minimum protection requirements.
- Look after the best interests of the child; do not give up.
- Ensure child participation.

DEFINITIONS (Köy Okulları Değişim Ağı - KODA/August 2023/Child Safety Policy Document)

Child:.....
 Child safety:
 The child's level of development:
 Safe space:
 The child's right to a say on her body:
 The child's statement:
 Child neglect and abuse:.....
 Physical abuse:
 Emotional abuse:
 Neglect or negligent behavior:.....
 Exploitation:.....
 Sexual exploitation:
 Reporting and liability:
 Privacy:

Step 3: Determining the Scope



1 week



Interviews, meetings (face-to-face and/or online)



Working group

You can determine the scope by thinking about who is covered by the policy statement, when, in what circumstances and for how long, i.e. who is responsible for the processes included in this document or who will take on which roles and how.

EXAMPLE: Sexual Violence and Harassment Policy Document (Cinsel Şiddetle Mücadele Derneği - CŞMD)

The principles and practices in this document cover all CŞMD staff, bodies (Board of Directors, Audit Board members and their substitutes, members of the association), volunteers and interns actively working in the association. It applies both to actions that take place within the association's offices and activity areas, and to actions that take place between members of the association (staff, members, volunteers and trainees), as well as the actions taking place outside the association, but are brought into the association's environment or have an impact on the association's activities and working environment.

EXAMPLE: Policy Document for Measures Against and Support in the Face of Sexual Exploitation, Abuse, and Harassment (Türkiye Aile Sağlığı ve Planlaması Vakfı - TAP Vakfı) The provisions of this document cover all components of TAP Foundation.

It applies in all situations at any time or place, where any TAP Foundation staff, or any partners, including suppliers contracted with TAP Foundation, are present due to work, education or training relationships. The document is intended for events that occur within the Foundation and for actions that occur externally between Foundation components but which are carried into the Foundation environment and have an impact on the working environment.

ATTENTION! Everyone in the organization should make an effort to ensure that the policy document is not gathering dust in the archives. The document can become an active part of your organization's life by being used in every step –contract drafting, procurement processes, recruitment, event organization, communication activities. While the scope of the document may place greater or specific responsibilities and tasks on certain individuals, teams or units, your commitment to be girl-centered –your public promise– will be made possible through collective effort, diligence and self-control by everyone in the organization.

Step 4: Setting up the Mechanism (Procedures)



3 to 4 weeks



1 Interviews, meetings
(face-to-face and/or
online)



Working group

We are in the final stages of revising an existing policy document to make it girl-centered or drafting a new policy document on a topic you need: Establishing the protective, preventive and restorative mechanism to realize your commitment, your purpose.

Solutions to eliminate risks, prevent violations of rights, mitigate potential harm and ultimately ensure labor peace are described in this mechanism.

You can use the following headings to describe the mechanism:

- Roles and Responsibilities
- Application Guidelines
- Processes
- Safeguards, Precautions
- Restorative Actions
- Sanctions
- Reporting
- Monitoring and Improving the Policy and Procedures
- Recognition of the Document / Obligation to Promote
- Commitment

ATTENTION! Each policy document should have a unique narrative in line with its purpose and scope. As a kind of roadmap, it should set out all the steps that are both beneficial and preventive, and –in the event of a breach– regulatory, restorative and developmental. Not all of the example headings above may be appropriate for your organization-specific policy document as it stands. What is critical here is to identify the actions and resources, i.e. the headings under which you will write down those responsible and their tasks. The explanations under the headings should clearly and comprehensibly explain the action to be taken, when and by whom.

As mentioned in the introduction part of the **Girl-Centered Programming** section:

In addition to providing benefits for children, with our work we must ensure that children do not suffer any harm simply because of their involvement in our activities or because they happen to be in or have reached the space where we carry out our activities. We must take into account the unique circumstances, needs and expectations of girls. We must identify the risks and consider the ways to prevent them.

The main purpose of risk assessment is to identify existing and emerging significant risks, to assess the likelihood of the identified risk and its impact on girls, to identify and implement the measures to be taken. Consider what the risks might be for the following issues or situations:

- The circle you work with
- Space/Location
- Planning programs/activities
- Staff
- Cooperations
- Environmental and social risks
- Sharing and storing confidential and sensitive data

The process for establishing mechanisms that prevent problems, violations of rights or harm and protect those covered by or affected by the policy document may vary depending on the structure of each organization. What is important here is to include in the policy document what the violations are and how the process will be carried out by whom in cases of violations. And, of course, this mechanism must be in line with the principles enshrined in the document, guarantee the transparency and impartiality of the implementation process, and specify the duration and phases of implementation. In addition, the rights and well-being of the person who has been subjected to the violation, if any, must be protected and restorative actions must be implemented. It is also necessary to ensure that the fundamental rights of the person causing the violation are also upheld.

When establishing a mechanism and process that will work in the event of a violation, we recommend that you aim for it to be a transformative process for your entire organization. As a learning organization, it is preferable to define a mechanism that goes beyond punishment and allows you to discuss what your organization has learned from the violation and new actions to be taken to prevent similar violations. This will make your organization flexible and resilient in the face of violations, not fragile. Another critical point is to ensure that everyone in your organization and everyone with whom you collaborate or communicate knows the steps to follow in the event of a violation.

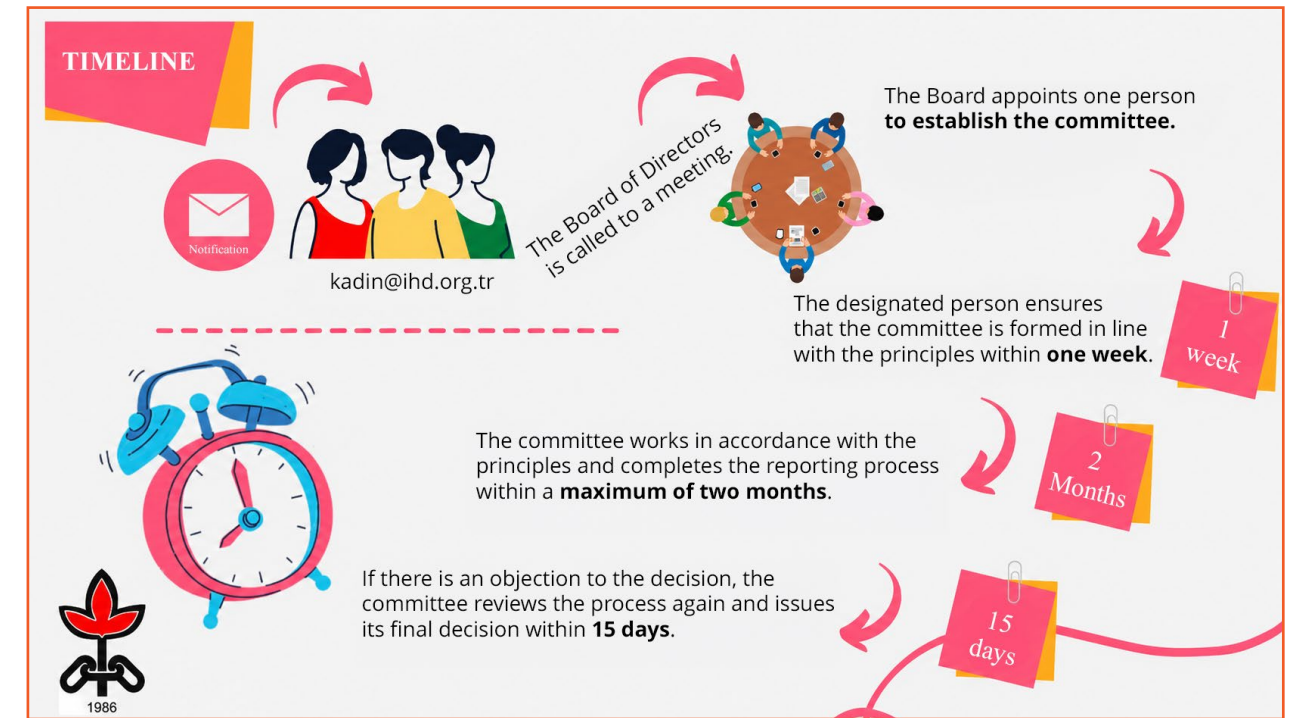
SAMPLE QUESTIONS FOR PREVENTIVE MECHANISM DESIGN

- What do we consider to be violations or problems?
- What are our preventive and protective steps?
- Which of the following approaches do we embrace: solution, transformation, justice, restoration?
- What measures do we take to ensure or restore the well-being of the person(s) affected by the violation?
- How do we protect people's rights throughout the process?
- How do we ensure independence and impartiality?
- Is the duration and steps of the process clear and comprehensible?
- What can we do to learn from this breach and transform our organization?

You should also establish a mechanism for reporting or sharing any concerns or violations.

We recommend that you design tools that are specific to your organization and that explain the functioning of this mechanism, and that you assign a name through a participatory process. We also recommend the tools to be designed in a visual or auditory way, if possible, with stages.

EXAMPLE: Restorative Justice Commission (İnsan Hakları Derneği - İHD/June 2021/Policy Document for Preventing Sexist, Oppressive Behaviors and Mobbing)

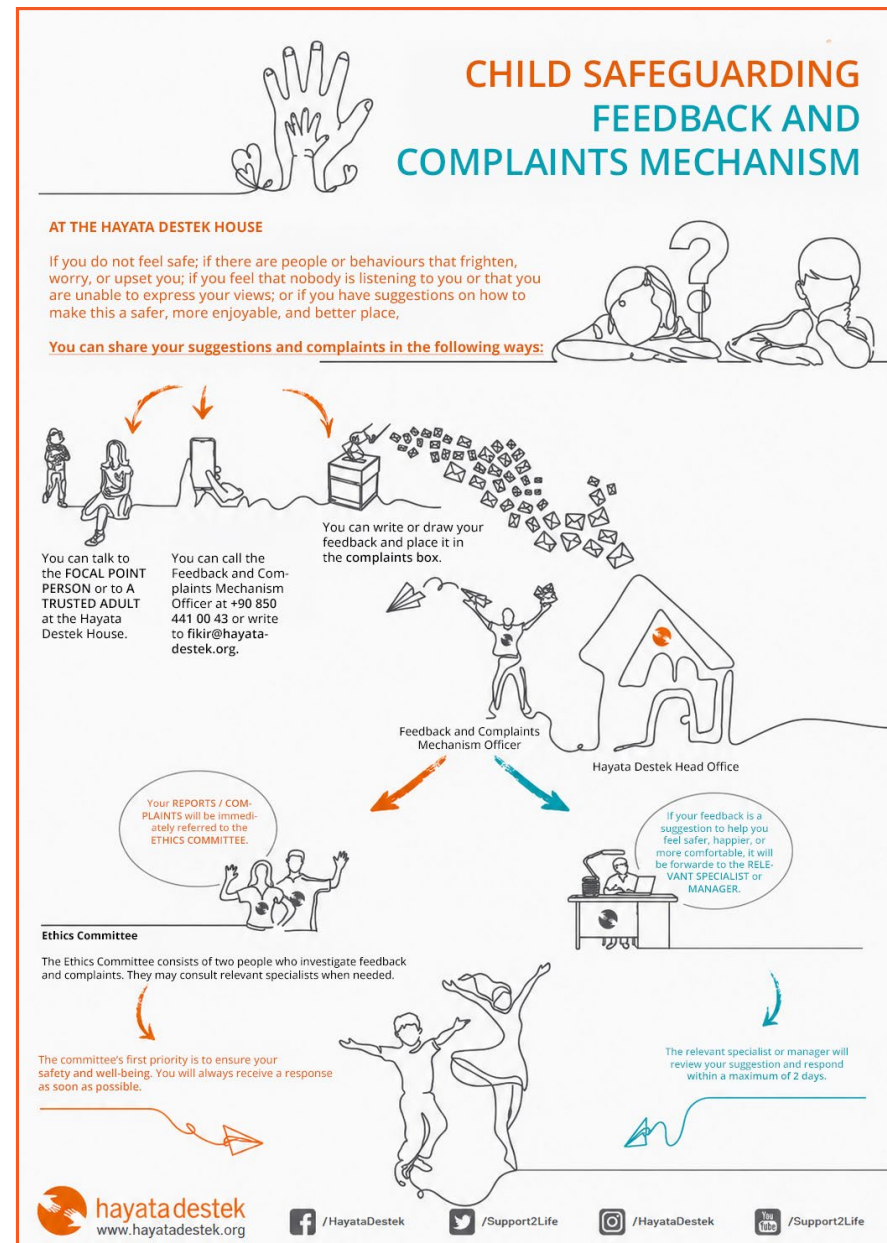


EXAMPLE: Reporting (İnsan Hakları Derneği - İHD/June 2021/Policy Document for Preventing Sexist, Oppressive Behaviors and Mobbing)

How to report?

- In cases of violations as set out in the document, reports or requests for meetings shall be made verbally or by e-mail by the individuals themselves or by persons or witnesses they have authorized.
- The email address is monitored by 3 designated persons.
- Confidentiality of the reported information is guaranteed.
- It is ensured that those who report such a case or whose statements are referred to in any way are informed within the scope of the KVKK and sign the organization's Disclosure and Consent Text on the Processing of Personal Data.
- The responsibility for the process lies primarily with the designated person(s).
- In the event that the person who is the subject of the report is (one of) the main designated person(s), all duties of the main designated person(s) specified in this document shall be undertaken by their substitutes.
- Reports can be submitted as a request for the transformation of the organization, rather than an individual-based request for enforcement action. In such cases, trainings, workshops, etc. will be planned in line with the requests of the reporting party.

EXAMPLE: Reporting (Hayata Destek Derneği - HDD/July 2023/Child Safety Feedback and Complaints Mechanism)

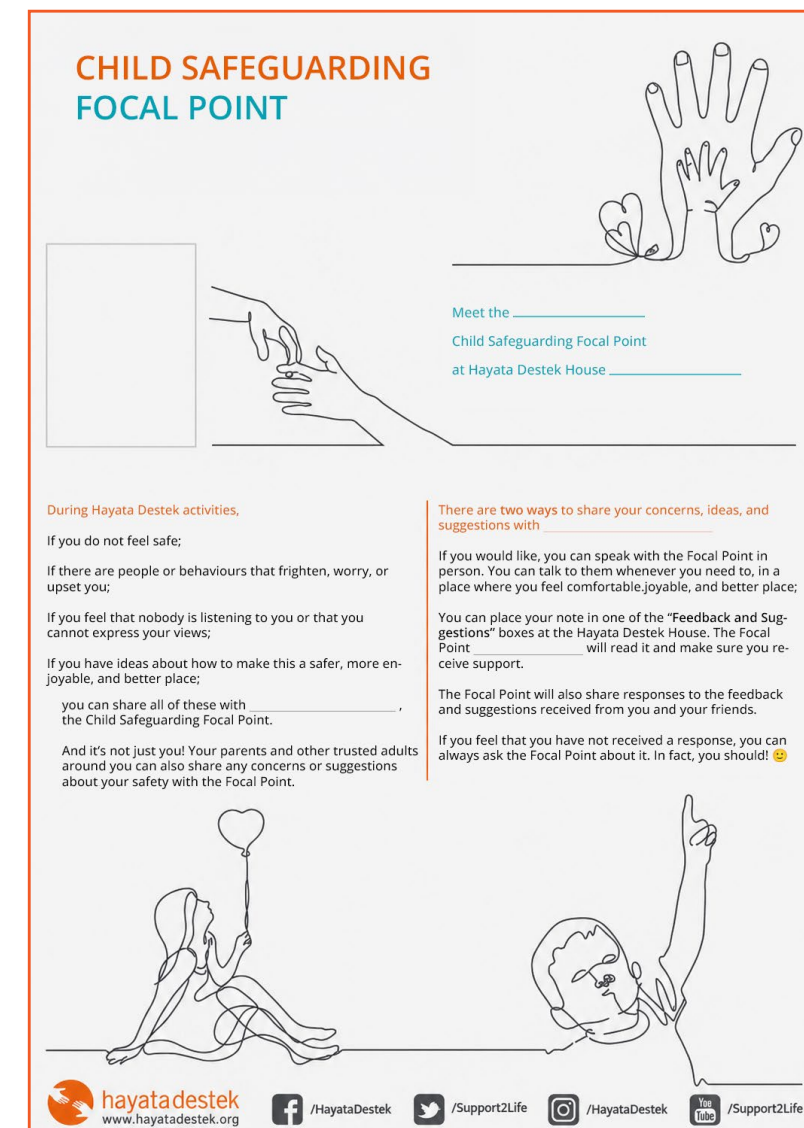


It would also be helpful to designate a FOCUS PERSON for such reports. In addition to the reporting mechanism, do not forget to announce to all employees, beneficiaries and other relevant persons that there is a person in your organization who knows your organizational policies and related mechanisms and who can be verbally notified during implementation!

EXAMPLE: Focus Person (Hayata Destek Derneği - HDD/July 2023/Child Safety Focus Person)

Specify the effective date of the policy document you have prepared, if possible through a decision of the board of directors/executive committee. We recommend writing this at the beginning of the document.

ATTENTION! Accessibility and mainstreaming should be common principles for all your organization's policy documents and related procedures or policy implementation guidelines/manuals. It is important for the implementation of these principles that a policy document is clear, understandable and unambiguous. It should be available in different languages, in formats that do not restrict audio-visual access, and disseminated through methods and tools that are open to all and can be easily used by all. Every policy document must promote that policy, and the duty to promote it lies primarily with your organization's management. You can do this with a face-to-face or online promotional event in or outside the organization.



Updating the Organizational Policy Documente

 4 to 8 weeks
  At the end or beginning of each year
  Interviews, meetings (face-to-face and/or online)
  Working group

Organizational policies and related mechanisms live as long as the institutions/organizations are in operation. As your organization develops, learns and transforms, it is natural that the policy document should be updated and checked to see if it meets the needs. The Organizational Policy Document Updating Phase is expected to take one to two months on average. This period can be longer or shorter depending on the needs.

You can set a timeframe for revisiting the policy, i.e. a kind of self-assessment (e.g. within one to two years) or you can conduct a review on request. The key points should be the following:

- To make some progress in implementing the policy.
- To gain experience from the lessons learned.
- To be already in contact with people who can ask about and challenge this experience.

The working group/committee you form when designing your organizational policy document can also take part in the process of evaluating and updating the document. However, participation in the working group should still be evaluated on the basis of volunteering, and a new distribution of tasks and work plan/calendar should be prepared. In addition, the individuals who prepared the initial policy document may no longer be affiliated with the organization or may have moved to another location or position. This requires the involvement of new people. In addition, the initiation of the update process should be announced within the organization.

SAMPLE QUESTIONS FOR THE ORGANIZATIONAL POLICY DOCUMENT UPDATE PROCESS

- Does the policy document meet the requirements?
- Are there new needs involved?
- Were there cases where the policy document fell short of the requirements?
- Are there any developments and current debates on the subject?
- What have we learned from the implementation of the policy document?

Once the update has been completed, again through a participatory process, we recommend that you write the effective date of the new version of the policy document at the beginning

of the document –again, if possible, with the decision of the board of directors/executive board. It would also be useful to prepare and publish a note explaining the changes in the document (what has changed, why, etc.).



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