

KFUK-KFUM Global Do-No-Harm Policy

I. Purpose and Commitment

KFUK-KFUM Global (YGlobal) is committed to a Do-No-Harm and conflict-sensitive approach in all programmes. We recognise that aid can unintentionally reinforce inequalities or tensions. We, therefore, work systematically to prevent negative impacts while promoting dignity, inclusion, and peace.

Together with partners, we regularly analyse conflict dynamics, power relations, and risks, adapting programmes as needed. This policy sets guiding principles and minimum standards for staff, volunteers, and partners, reflecting our values of dignity, justice, inclusion, and peacebuilding.

Our rights-based approach ensures that youth, women, and persons with disabilities have equal access to opportunities and decision-making. We uphold strict safeguarding standards to prevent harm, abuse, or exploitation, and provide safe feedback mechanisms to strengthen accountability.

It complements YGlobal's existing policies on Sexual Exploitation, Abuse and Harassment (SEAH), Disability Inclusion, Whistle blower ([Whistleblower – English site](#)) and Ethical Guidelines.¹

II. Scope

This policy applies to:

- All YGlobal staff, interns, and volunteers.
- Partner organisations, contractors, and consultants engaged in programme delivery.
- All projects, programmes, and advocacy initiatives implemented in Norway and our programme countries outside Norway.

III. Guiding Principles

1. Respect and Dignity

- Treat all people with dignity, fairness, and respect regardless of gender, sexual identity, age, disability, ethnicity, religion, nationality, or political affiliation.

¹ [Strategies and principles – English site](#)

- Promote inclusion and participation of marginalised groups, particularly youth, women, and persons with disabilities.

2. Conflict Sensitivity

- Recognise that our presence and programmes can influence local dynamics.
- Ensure that interventions do not reinforce already existing inequalities, exclusion, or conflict lines.
- Regularly analyse conflict and power relations to adapt programming accordingly.

3. Non-Discrimination

- Ensure equitable access to services, opportunities, and resources.
- Take active measures to prevent discrimination against vulnerable (such as persons with disabilities) or minority groups.

4. Protection and Safety

- Safeguard participants, staff, and partners from harm, including sexual exploitation, abuse and harassment (SEAH), gender-based violence, and child abuse.
- Promote safe, accessible, and inclusive environments across all interventions.

5. Accountability and Participation

- Ensure youth have meaningful participation in programme design, implementation, and evaluation.
- Ensure accessible, safe and confidential feedback and complaints mechanisms to address concerns and unintended negative impacts.

6. Environmental Responsibility

- Consider environmental sustainability and minimise ecological harm in all activities.

IV. Operational Standards

To operationalise the Do-No-Harm (DNH) policy, KFUK-KFUM Global and its partners will:

1. Context Analysis

- Conduct regular conflict and risk analyses in each country to understand political, cultural, and social dynamics.
- Identify potential risks of aggravating tensions, inequalities, or harm.

2. Programme Design and Implementation

- Design projects with explicit attention to avoiding harm and promoting inclusion.
- Screen activities for risks of unintended negative effects (e.g., reinforcing power imbalances, gender inequities, or conflict).
- Mainstream gender, disability, and youth inclusion across all projects.

3. Capacity Building

- Train staff, volunteers, and partners on conflict sensitivity, safeguarding, and the DNH approach.
- Encourage peer learning between country teams and partners.

4. Monitoring and Accountability

- Monitor unintended consequences of interventions, both positive and negative.
- Use participatory monitoring, evaluation, research and learning² approaches to capture perspectives of affected communities.
- Establish feedback and complaints mechanisms that are safe, confidential, and accessible (including to children, women, and persons with disabilities).

5. Partnerships and Advocacy

- Work with local partners who share KFUK-KFUM Global's values and uphold human rights.
- Ensure advocacy efforts are evidence-based, conflict-sensitive, and do not endanger youth, local partners, communities or the environment.

V. Roles and Responsibilities

² YGlobal will ensure that at least one of the objectives in all its program evaluations will have a focus on applying DNH standards.

- **Management:** Ensure organisational systems, training, and resources are in place for policy implementation. Monitor application of the policy and document lessons learned.
- **Staff and Volunteers:** Apply the DNH principles in all activities and report any risks or incidents of harm.
- **Partners:** Commit to this policy through partnership agreements and integrate DNH principles into their own practices.

VI. Reporting and Response

- Any suspected or actual harm caused by KFUK-KFUM Global activities must be reported immediately through YGlobal's established reporting channels ([Whistleblower – English site](#)) and/or respective partners reporting channels.
- Reports will be handled promptly, confidentially, and without retaliation against whistleblowers.
- Corrective measures will be taken to address harm and prevent recurrence.

VII. Review and Learning

This policy will be reviewed every three years, or sooner if required by contextual changes, donor requirements, or lessons learned from programme implementation. The review process will involve staff, partners, and representatives from targeted youth groups and communities.

VIII. Policy Approval

This Do-No-Harm Policy is approved by the Board of KFUK-KFUM Global on 13th November 2025. It is binding for all staff, partners, and stakeholders engaged in the organisation's work.

IX. Annexes

- [Do-No-Harm implementation guide](#)
- [Quick Do-No-Harm checklist](#)

Do-No-Harm Implementation Guide

(For KFUK-KFUM Global staff, volunteers, and partners)

This guide provides practical steps to ensure all programmes uphold KFUK-KFUM Global's **Do-No-Harm Policy**. It is intended as a quick reference for staff and partners during project planning, implementation, and monitoring.

1. Before Project Design (Context & Risk Analysis)

- ✓ Conduct a **conflict and context analysis** before starting any project:
 - Who are the key actors, power holders, and marginalised groups?
 - What are the main sources of tension, inequality, or exclusion?
 - How might our activities unintentionally worsen these?
 - ✓ Map **vulnerable groups** (youth, women, persons with disabilities, minorities) and ensure they are part of consultations.
 - ✓ Screen proposed activities using a **Do-No-Harm risk checklist**:
 - Could resources we provide create jealousy or competition?
 - Could activities favour one group over another unintentionally?
 - Could our presence shift local power dynamics negatively?
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2. During Implementation

- ✓ **Equitable Participation**
 - Ensure equal access for women, youth, and persons with disabilities.
 - Avoid favouritism and ensure transparent selection processes.
- ✓ **Conflict Sensitivity**
 - Stay alert to changing political or social dynamics.
 - Adapt programming if activities are seen as biased or exclusionary.
- ✓ **Safeguarding and Protection**

- Uphold child protection and PSEA (Protection from Sexual Exploitation and Abuse) standards.
- Provide safe spaces for youth, especially girls and YWDs, to participate.

✓ **Environmental Responsibility**

- Minimise waste and environmental harm in all activities.
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3. Community Feedback & Accountability

✓ Establish accessible **feedback and complaints mechanisms**:

- Different channels (verbal, written, suggestion boxes, digital, hotline).
- Ensure they are **confidential, safe, and inclusive** for women, youth, and persons with disabilities.

✓ Share project information transparently with communities (objectives, criteria, budgets where appropriate).

✓ Respond promptly to feedback and document actions taken.

4. Monitoring & Evaluation (M&E)

✓ Include **Do-No-Harm indicators** in M&E frameworks:

- #/% of participants reporting feeling safe in project activities.
- # of reported grievances addressed satisfactorily.
- Changes in perceptions of inclusion or exclusion in the community.

✓ Use **participatory monitoring** (youth focal points, women's groups, persons with disabilities) to capture diverse perspectives.

✓ Document and share **lessons learned** on how to avoid harm and improve inclusion.

5. Staff & Partner Responsibilities

- **All staff and volunteers** must apply the Do-No-Harm lens in their daily work and report risks/incidents.

- **Managers** must ensure risk analyses are completed and regularly updated.
 - **Partners** must integrate Do-No-Harm practices into their own policies and agree to KFUK-KFUM Global's standards.
 - **M&E personnel** must systematically track unintended impacts and report findings.
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Quick Do-No-Harm Checklist (for field use)

- Have we considered potential conflict dynamics in this project?
- Are benefits distributed fairly across groups (gender, disability, religion, ethnicity, age)?
- Do participants feel safe and respected in our activities?
- Do we have a way for communities to raise concerns safely?
- Are staff and partners trained in conflict sensitivity, safeguarding, and inclusion?
- Are we ready to adapt if unintended harm emerges?