



JEUGD MET EEN OPDRACHT
Youth With A Mission Nederland



Integrity policy

Stichting Jeugd met een Opdracht

Integrity policy

Fifth version; September 2024

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1. Introduction

This integrity policy¹ describes how stichting Jeugd met een Opdracht uses the concept of integrity in terms of content and practicality within the organization. This document makes up the framework from which all integrity arrangements and instruments can be derived. However, integrity and honest behavior cannot be captured in a policy. This policy is intended to guide the organization and to encourage integrity. This policy deals with the practical elaboration of the concept of integrity within the organization and provides guidance where dilemmas with integrity arise. Integrity is an attitude that people have developed and/or acquire over time. Rules are needed to guarantee integrity. At the same time, we realize that it is both impossible and undesirable to draw up rules for all situations, especially since our staff and volunteers are regularly confronted with both moral and intercultural dilemmas. A person with integrity not only adheres to the rules, but is also someone who knows how to achieve integrity in all, even difficult, situations.

Starting point for this integrity policy is the fact that for stichting Jeugd met een Opdracht, the Bible is the authoritative Word of God, inspired by the Holy Spirit. The Bible is a point of reference for every aspect of our life and work.² The credibility of all our actions will also be served by it, and the apostle Paul's call for "flawless" conduct will be met too.

"Integrity is doing the right thing. Even when nobody is looking." - C.S. Lewis (1898 - 1963)

¹ The format for this policy has been taken from A&O-fonds Waterschappen, 2013, p. 4 and parts of this introduction are based on idem, p. 5 and Janssen de Jong Groep, nd, p. 5.

² Source: YWAM Foundational Values

2. General accountability

2.1 Organization details

This document applies to stichting Jeugd met een Opdracht (JmeO). Jeugd met een Opdracht in the Netherlands is a sister organization of Youth With A Mission Incorporated in California, United States of America, which was founded in 1960.

RSIN: Legal Entities and Partnerships Information Number: 004063314.

KVK: Chamber of Commerce trade register number: 41038284

Website: www.ywam.nl

Business address: Mussenkampseweg 32, 8181 PK Heerde

Stichting Jeugd met een Opdracht is registered with the Tax Authorities as a Public Benefit Organization (ANBI). RSIN (Legal Entities and Partnerships Information Number) of the foundations is: 004063314

Stichting Jeugd met een Opdracht is certified as a CBF-Recognized Charity by the Central Bureau for Fundraising (CBF).

YWAM is an international movement of Christians of many denominations dedicated to making the Gospel of Jesus Christ personally known to this generation, mobilizing as many people as possible for this task, and training and equipping believers for their part in fulfilling the mission statement.

2.2 Overview of integrity schemes

In practice, as JmeO, in addition to this integrity policy, we use a number of regulations in which specific areas of ethical behavior are described and safeguarded.

- Data Protection Policy Document (GDPR)
- Executive Board Regulation (or Management Regulations)
- Fraud Prevention & Control Protocol
- Bylaws
- Child Safety Policy
- Complaints Protocol
- Staff manuals of the various locations (wherein integrity is also addressed)

YWAM has been partaking in the Free VOG (Police Check), Regulations of the Ministry of Health, Welfare and Sports.

3. Definition and objective

3.1 What is integrity?

Integrity is primarily a personal characteristic. This means that the person concerned is honest and sincere and not bribable. It is about uprightness and the application of generally accepted social and ethical standards. It is about actions and behaviors and whether we think it is acceptable. In this way, integrity stands for the moral quality of our actions or behavior, even if these are under external pressure. “The person concerned has an intrinsic reliability, says what he does and does what he says, has no hidden agenda and does not feign emotions”. (definition Wikipedia)

3.2 What integrity objectives do we pursue?

The purpose of the integrity policy is to establish the framework regarding integrity within stichting Jeugd met een Opdracht. In concrete this means:

- a. promoting integrity awareness and the (morally) responsible behavior of staff and volunteers.
- b. strengthening of trust of staff members and volunteers in each other
- c. safeguarding integrity within the organization
- e. preventing and carefully addressing violations of integrity

It is important for this policy to match the values that apply within the organization. These are described in the next chapter.

The integrity policy is mainly aimed at giving direction to staff behavior. It provides a tool to help deal with potential integrity questions and dilemmas. In this document, we focus in particular on abuse of power, interpersonal relationships and sexual harassment. For (non)careful handling of money and resources, we refer to the Fraud Prevention & Control Protocol.

3.3 To whom does it apply?

Staff, including leaders, volunteers and participants.

Below we use the following terms:

Staff: the unpaid³ full-time or part-time staff members who work (almost) daily at the various JmeO locations.

Leaders: staff members who manage locations and teams on a daily basis – base leaders, members of the Leadership Teams of JmeO Heidebeek, YWAM Amsterdam and the various Regional Teams, department leaders, school and course leaders – and staff members who manage a specific project or (short) course, national leaders.

Volunteers: non-JmeO workers who participate in JmeO activities or who help in support ministries, sometimes for one or more (half) days per week or month, or sometimes for several days a year.

³ All YWAM staff are financially supported through donations from local churches and their own supporters of family, friends or others who want to support the employee financially.

Participants: this group consists of all participants in schools and courses (see description below). When this policy refers to **students**, it specifically concerns participants in JmeO Schools.

Distinction between schools and courses:

Schools: residential, full-time training offered through the educational body of YWAM International, the University of the Nations, including the Discipleship Training School.

Courses: short training courses and workshops, often lasting from 1 day up to 2 weeks.

4. Values and code of conduct

4.1 Core Values

Jeugd met een Opdracht (international: Youth With A Mission) has 18 foundational values, which inspire and safeguard the principles, purpose and directions of the organization worldwide. In Dutch these can be found here: <https://ywam.nl/wie/geloof-waarden>

In English they can be found at: <https://www.ywam.org/about-us/values/>.

Here are a number of broad core values as the basis for the code of conduct, here and there linked to the foundational values.

In general, two teachings of Jesus Christ inspire our core values: the “great commandment” and the “golden rule”:

“Love the Lord your God with all your heart and with all your soul and with all your mind. That is the greatest and first commandment. The second is similar: love your neighbor as yourself. These two commandments are the foundation of all that is in the Law and the Prophets.”

Matthew 22:37-40 [NIV]

So always treat others as you would like them to treat you.

Matthew 7:12 [NIV]

1. Relationship

Relationships with one another and with God are central to us. This means that we treat each other with respect, appreciation and fairness as leaders, staff and participants in schools and courses. We serve each other, not as something we do every now and then, but as an elemental attitude. We represent the interests of the other person, handle (personal) information that comes to our attention in a responsible and confidential manner and avoid conflicts of interest. We communicate reliably and as completely as possible, both internally and externally.

The following foundational values specify this first core value: 10. Function in teams; 11. Exhibit servant leadership; 18. Communicate with integrity.

2. Individual Value

With a strong emphasis on relationships and community, the importance of the individual is emphatically not neglected. Everyone has the right to be heard and seen, regardless of gender, age and nationality. Each person’s autonomy is respected and protected⁴.

We specifically mention the fact that Youth With A Mission is an international organization. Cultural differences in the field of interpersonal interaction and leadership will therefore always have to be taken into account in the description of desired behavior and the enforcement of the integrity policy.

Foundational value 14: Value the individual, specifies and substantiates this core value.

⁴ See: Schenderling, 2008, p. 88, 90; 100-106

3. Contents

We strive for targeted and qualitative implementation of the vision and mission of the organization. The foundational values of Youth With A Mission and other fundamental documents (such as the 'Christian Magna Carta'), the quality criteria of the CBF (Central Bureau for Fundraising) and the conditions for the ANBI status of the Tax Authorities provide clear frameworks for the objectives and working method of stichting Jeugd met een Opdracht.

4.2 Code of conduct

Values are expressed in concrete behavior. Sometimes this behavior is clearly standardized, often it stems more directly from the (core) values of the organization.

The **purpose** of this code of conduct:

- Support our leaders, staff, volunteers and participants in adhering to the core values.
- Protection of staff, participants, volunteers and leaders, both complainant(s) and alleged perpetrator(s).

We encourage the following behavior among leaders, staff, volunteers and participants⁵:

General

1. Live and communicate in a way that suits a follower of Jesus Christ in general and an JmeO'er specifically. In your conduct you represent Jesus Christ and YWAM⁶.
2. Even when behavior is not specifically defined in the integrity policy of JmeO, all leaders, staff, volunteers and participants are asked to behave respectfully and appropriately in the context in which they operate: culturally, religiously (e.g. towards believers of another denomination than one's own), relational, etc.
3. Treat children as described in the Child Safety Policy: 'Code of Conduct for JmeO'.
4. Respectfully and conscientiously respect everyone in your use of language.
5. Bullying, abuse of power, discrimination, and sexual harassment are not tolerated (see further description of some of these terms under this list of desirable behaviors).
6. Leaders, staff, volunteers and participants will keep business and private interests strictly separate. The organizational interests must be decisive for all activities within the scope of employment.

⁵ Parts of this code of conduct are inspired by the code of conduct of peace organization PAX, version 21-06-2018, which can be found here: <https://www.paxvoorvrede.nl/media/files/gedragscode-pax-medewerkersstagiairsvrijwilligers-21-juni-2018.pdf>

⁶From a biblical view of men, this does not mean that you rise above any other, of any national and religious-philosophical background. In other words, this does not encourage elitist or sectarian attitudes and behavior. On the contrary, the willingness to serve (see core value 1) extends beyond the own religious community, to every person and group.

7. The internet may be used freely during work or at school or course. The different JmeO locations offer various options for this. If there is a form of intranet, leaders, staff, volunteers and participants may use the areas allocated to them. Personal use of the internet facilities is also permitted, as long as business use is not compromised. Furthermore, the internet facilities may never be used for pornographic, racist, discriminating, abusive, offensive or (sexually) intimidating purposes.
8. Stewardship: leaders, staff, volunteers and participants will use the space, equipment, materials and finances made available to them with care and in a responsible manner.

Alcohol, smoking and drugs

9. Follow relevant national legislation regarding the use and possession of alcohol and drugs. Specific rules for leaders, staff, volunteers and/or participants can be found in the staff manual and participants manual of the different locations.

Money

10. In some situations, small gifts are given and received. This is permitted, provided it is handled with care: no further services in return should be expected; the independence of the leader or staff member must not be compromised; the gift should be in proportion to the service provided. Especially with regular gifts, a careful assessment must be made as to whether they do not turn into a disguised reward and/or tie the leader or staff member to a specific person or party. Of course, this also applies the other way around: our leaders and staff should at all times prevent regular gifts from becoming a form of reward or a means of enforcing services returned.
11. For compensation or reimbursement of travel and conference costs, see the (staff) manual of the location concerned.
12. Concerning receiving a fee for services provided (within the JmeO context, this usually concerns speaking engagements and education within and outside JmeO), see the (staff) manual of the location concerned.
13. In consultation with department leaders, team or base leaders, functional costs can be declared and (partly) reimbursed, provided there has been consultation beforehand.

Detailed description of bullying, abuse of power, discrimination and sexual harassment

Bullying⁷

Definition

A repeated, unreasonable behaviour directed toward a person, or a group of persons, that creates a risk to their health and safety. Bullying can be verbal, physical or in writing (including online).

⁷ This is taken from Australian Relief and Mercy Services; Policy and Procedures, Version 21.11, p. 17

Examples of bullying can include:

- Verbal abuse.
- Excluding, ignoring or isolating a person.
- Psychological harassment.
- Intimidation.
- Assigning meaningless tasks unrelated to a person's job.
- Giving a person impossible assignments and deadlines.
- Unjustified criticism or complaints.
- Deliberately withholding information vital for effective work performance.
- Constant taunting, teasing or playing practical jokes on a person who is not a willing participant.

Abuse of power

Where leadership is given, abuse of power can take place. Even when leaders mean well and in their own eyes (and the eyes of many others) act purely in service, the exercise of leadership can (unintentionally) be transgressive and manipulative. The cultural and national background of the leaders, staff, volunteers and participants also play a role in this⁸. In general, leaders exercise power and authority, but these are limited (McClung, 1995, p. 2). The leader will have to respect the autonomy and well-being of each person at all times. Inspiring and challenging should never lapse into manipulation and coercion⁹.

Discrimination

Article 1 of the Dutch Constitution protects every person against discrimination¹⁰:

All who reside in the Netherlands are treated equally in equal cases. Discrimination on the grounds of religion, belief, political affiliation, race, gender or any other reason is not allowed.

JmeO ensures that all leaders, staff, volunteers and participants adhere to this. Discrimination includes direct as well as indirect discrimination, as well as instructions towards¹¹.

Direct discrimination means that someone is treated or would be treated differently from another person in a similar situation. This distinction can be made on the basis of religion, philosophical belief, political belief, culture, nationality, gender, marital status, age, disability or chronic illness.

Indirect discrimination can take place when apparently neutral circumstances, criteria or procedures have a specific effect on people with a particular religious, philosophical or political belief, culture, nationality, gender, marital status, age, disability or chronic illness, compared to others.

⁸ See e.g. Bloomer, 1999, pp. 1-7.

⁹ This also applies the other way around: staff can manipulate and pressure leaders in their position and exercise of leadership. This too is undesirable.

¹⁰ *Constitution of the Kingdom of the Netherlands*, 1815, Article 1

¹¹ From this sentence to the end of this paragraph is based on PAX, 2018, p. 2

Sexual harassment¹²

Definition

We define sexual harassment as follows:

Unsolicited and unwanted verbal and physical behavior of a sexual nature, especially from a person with authority towards a subordinate (Merriam-Webster Online Dictionary).

Sexual or other unwanted behavior based on sex that affects the dignity of women and men at work, whether by managers or colleagues (European Union Council Resolution 90/C 157/02 van 29/05/90, OJ C 157).

Unwanted behavior becomes sexual harassment when:

- the behavior continues, although a one-off incident may also be classified as sexual harassment and/or
- The person to whom the behavior is addressed has made it clear that the behavior is considered to be offensive and/or
- The perpetrator should have known that the behavior is seen as unacceptable.

This concerns not only the intentions of the alleged perpetrator, but also the reasonable perception and experience of the behavior of the alleged perpetrator by the complainant.

Sexual assault is defined as:

An act whereby a person deliberately touches another person sexually, without the permission of the other person, or an act whereby the other person is pressured by force or physical violence to perform a sexual deed against his/her will. It is a form of sexual violence that includes *rape*.

Forms of sexual harassment

Sexual harassment can include physical, verbal, and nonverbal behavior, including but not limited to:

- unwanted and deliberate physical contact;
- unwanted verbal comments and/or jokes of a sexual nature;
- subtle or explicit requests for, or offering of, sexual favors;
- verbal sexual harassment, such as innuendo, suggestive remarks and allusions;
- comments with a sexual charge; sex-related jokes, insults or unwanted comments about a person's body, in his/her presence or addressed to him/her;

Non verbal

- unsolicited display of explicit sexually written or audiovisual material;
- offensive gestures or acts of a sexual nature, including exhibitionism (showing genitals);
- continued unwanted attention, including tracking or stalking;
- stepping into someone's personal space;
- all of the above also applies to any form of digital communication.

¹² This is taken from YWAM Amsterdam, 2019, p. 2

4.3 Formal framework

- CBF requirements; see Standards Committee, “Appendix 1 – Standards for the Recognition Regulations”, ([NORMEN ERKENNINGSREGELING VOOR GOEDE DOELEN](#))
- Requirements for ANBI institutions; see Tax Authorities, “What requirements must be met to get an ANBI status?”, ([Aan welke voorwaarden moet een ANBI voldoen?](#))

5. Roles and responsibilities

5.1 Those involved in living out and maintaining the integrity policy

- **Complainant:** as previously mentioned, leaders have a special responsibility to stimulate and preserve the integrity of the organization and all those involved in the organization. That does not alter the fact that integrity is everyone's business. Alertness and exemplary behavior is expected of everyone (see a.o. Code of Conduct, rule 1). Complainants can be victims, but also witnesses and other "bystanders".
- **Leaders:** team and project leaders; base leadership, national leadership etc.
- **Human Resources and Member Care:** due to the special care task and expertise of these departments, they will probably be more consulted more often than others.
- **Mentor:** within JmeO, staff and participants are encouraged to receive mentorship. This is even mandatory in many schools and courses. The mentor may well be the first or one of the first persons to hear of unwanted behavior and will have to deal with it with integrity.
- **Confidential Counselor:** has a special responsibility when unwanted behavior comes to his/her attention, both with regards to the reception of the complainant as well as guiding complaints procedures and advising leaders and the organization (see also §5.3).
- **Safety Team or other temporary team:** handling complaints.
- See §2.2 for an overview of integrity regulations. In these schemes, responsible parties are mentioned for each scheme.

5.2 Procedure in the event of an incident, suspicion and/or reporting of all forms of unwanted behavior

Reports of unwanted behavior, to any person involved (§5.1), will be treated seriously, as soon as possible and confidentially (see below at point 7 for some reasons for breach of confidentiality, and Verweij, Talsma, Hoekstra, & Zweegers, 2019, pp. 20-26).

1. Try to report (all forms of) unwanted behavior **yourself** and to find a solution and reconciliation. If you want, get reliable help from an experienced, mature third party who will treat the information you share confidentially. **(Inter)personal**
2. Engage a **leader** who, where possible, has a leadership or supporting role with respect to both the complainant and potential perpetrator: course and school leaders, ministry leaders (team and/or department leaders), leadership team, base leaders, national leaders. **Supporting role** could include Human Resources, Member Care or mentor (the latter is an informal role). See paragraph 6.3 for the procedure for conducting this conversation. **Leader, Human Resources, Member Care, mentor**

3. Call on the **Confidential Counselor** where deemed necessary, who can support, guide and inform you how you can receive further support as a person and in your process about what you have experienced.

Always do so for the following misconduct:

- sexual assault,
- rape
- persistent sexual harassment (see “Detailed description of sexual harassment, discrimination and abuse of power”, pp. 12-13; engaging the Confidential Counselor is also possible in case of one-off sexual harassment).

The Confidential Counselor will, in consultation with the complainant, pass the report on to the Safety Team or another temporary team to be appointed by the base or national leaders. He/she can also refer to professional care providers and legal advisors “if the report exceeds the role of the Confidential Counselor or concerns matters other than unwanted behavior”¹³.

Involve a second Confidential Counselor who stands next to the potential perpetrator and who walks with and sympathizes with this person.

Confidential Counselor

4. If necessary, the Safety Team will put together a team to look into the complaint about undesirable behavior. This team can consist of: a **Mediator**, **Safety Team**-complaints committee or a **Temporary Team** consisting of several leaders, Human Resources staff, experienced staff, can be appointed in consultation with the base leaders or national leaders to handle a report/complaint, where attention is paid to both the victim/reporter and the potential perpetrator/accused. If it concerns sexual intimidation, it is important that a reporter and the accused person no longer work together until there is clarity about this matter.

Mediator, Safety Team or Temporary Team

5. Where appropriate, department leaders, base leaders and/or national leaders and board will be **informed**, although confidentiality and anonymity remain the starting point. Each individual situation will first be assessed by the Confidential Counselor and then possibly also by the Safety Team, mediator or temporary team (see further point 7 below and we again refer to Verweij, Talsma, Hoekstra, & Zweegers, 2019, pp. 20-26 and the procedure in the National Association of Confidential Counselors, 2015, p.1).

Leaders are deemed to be informed where necessary

6. The parents will be informed if the unwanted behavior has been inflicted on a child (see specifically the Child Safety Policy). These can expect guidance from the Confidential Counselor, Safety Team and/or representatives of the Child Safety Committee. If it involves an adult, it must be assessed (by those involved mentioned in point 4) whether parents and

¹³ National Association of Confidential Counselors, “Job Profile of Confidential Counselor for Unwanted Behavior”, 2016, pp. 2-3

pastor/minister of the victim should be informed. In principle, this is only possible with the approval of the victim.

Parents, Safety Team, Confidential Counselor, temporary team, pastor/minister

7. In serious cases, especially of a sexual and criminal nature, base leaders or national leaders and judiciary are always informed. The Confidential Counselor is also obliged to do so (Verweij, Talsma, Hoekstra, & Zweegers, 2019, pp. 20-22). "Article 160 of the Code of Criminal Procedure (Dutch: Wetboek van Strafvordering [WvSv]) requires everyone to report very serious crimes affecting the safety of the state, or the general safety of persons or property. Think, for example, of rape, murder and manslaughter" (idem, p. 21; National Association of Confidential Counselors, 2015, p. 1; National Association of Confidential Counselors, 2016b, p. 1).

It is intended for the complainant him- or herself to go to the base leaders and/or national leaders (if so desired accompanied by the Confidential Counselor or a member of the Safety team), who can then report the crime (Verweij, Talsma, Hoekstra, & Zweegers, 2019, p. 21). If the complainant does not take action, the Confidential Counselor or a member of the Safety Team will contact the base leaders and/ or national leaders, after the complainant has been informed. In this case also, the leaders will report the crime (idem, p. 21).

See also idem, p. 22, about the fact that a Confidential Counselor *has no right of non-disclosure* (the right to refuse to answer questions from a judge, like doctors, lawyers and pastors have for example).

If the Confidential Counselor or member of the Safety Team believes that he/she has to breach confidentiality for other reasons than the obligation to report a crime, for example in situations of life and death (idem, p. 22), this is permitted. Consultation with another Confidential Counselor before doing so is highly recommended. See also the conditions stipulated for this in the National Association of Confidential Counselors, 2015. **Confidential Counselor, Safety Team, leaders**

All¹⁴ JmeO leaders, staff, volunteers and participants have a responsibility to adhere to the code of conduct. Leaders are particularly responsible for pursuing and living out a culture of love, respect and honor within their team and sphere of influence. This means a.o.:

- Ensure that staff, volunteers and participants are aware of relevant encouraged and/or prescribed behavior;
- Promote the code of conduct for JmeO, including the complaints procedure;
- Address unwanted behavior at an early stage;

5.2.1. Procedure for reporting possible undesirable behavior in someone else

¹⁴ This is taken from YWAM Amsterdam, 2019, pp. 2-3 and slightly edited to apply to YWAM Netherlands.

If someone notices unwanted behavior, they are encouraged, according to ability (think of experience, personal ability, leadership role, etc.), to take action for love, respect, honor and justice. See also §6.3.

1. Ask advice from a person you trust and with whom you can share your concerns confidentially. Try to express your concerns in concrete behavior that has been observed. When this person confirms your suspicion of undesirable behavior, you go to the Confidential Counselor.
2. Share your suspicions and concerns with the Confidential Counselor. He/she can guide you and think along with you. If the concerns are shared, the rest of this protocol as described in this section and section 6.3 will come into effect.

5.3 Further job description of the Confidential Counselor

Within the integrity policy, the Confidential Counselor is primarily a 'report unit' regarding (alleged) violations of the code of conduct.

Three main tasks can be distinguished for the Confidential Counselor unwanted behavior (National Association of Confidential Counselors, 2016, p. 2):

1. Supporting, guiding and informing the complainant.
2. Advising, informing and inspiring the organization.
3. Advising the leadership.

1. Supporting and guiding of the complainant

- Function as support and primary contact person for staff and participants who experience unwanted behavior. Listening to and guiding the reporter on topics such as discrimination, intimidation, aggression, bullying, sexual harassment and transgressive behavior in conflicts, with the aim of contributing towards stopping the unwanted behavior, de-escalating the conflict and re-unite the parties involved.
- Referring to professionals and legal advisors, if the report exceeds the role of the Confidential Counselor or concerns matters other than unwanted behavior.
- Guiding and supporting the reporter in his/her proceeding to the "Complaints Committee" (see §5.1, point 4) because submitting a complaint can be both mentally and substantively burdensome for the complainant. The Confidential Counselor is not involved in the complaints procedure itself.
- Provide follow-up care for the reporter/complainant and see to it that the complaint has been handled properly.
- Provide follow-up care for the accused, both in the case of justified and unjustified accusations.

2. Advising, informing and inspiring the organization

- Explain unwanted behavior and the role of the Confidential Counselor to staff and participants. The Confidential Counselor makes him- or herself known actively within the organization.
- Provide information about the prevention of unwanted transgressive behavior and the promotion of desired behavior in the organization for leaders, staff, volunteers and participants.
- If necessary, consultation and coordination with external organizations with expertise in this area with potential co-partners.

- Contribute to awareness sessions initiated by the leadership to make staff and participants aware of the desired conduct within the organization.

3. Advising board and management

- From the report given by the Confidential Counselor trends and signals can be derived about the type of incident reports, frequency and themes noticeable in the organization. During the annual meeting with the base leaders or national leaders, the Confidential Counselor will give significance to the results of the annual report.
- The Confidential Counselor takes the initiative for the annual meeting with the base leaders from the location where he/she works. This must take place annually before the end of February so that the report and content can then be provided by the Confidential Advisor for the annual report of stichting Jeugd met een Opdracht.
- The Confidential Counselor is attentive to signals about social and mental safety in the organization. He/she advises the leadership solicited and unsolicited – and always in an anonymous format – on the atmosphere, working climate and (un)wanted conduct if reports give cause to do so. If possible, he/she offers concrete suggestions for improvement or actively engages in the thought process.

The confidentiality of everything that comes to the attention of the Confidential Counselor is paramount. See §5.2, point 7, for cases where the Confidential Counselor *can* breach confidentiality.

5.4 Safety Team and Confidential Counselor

A Safety Team for JmeO Amsterdam is in place, consisting of the following persons:

Simon Achu and Ruth Achu (also Confidential Counselor). E-mail: integrityamsterdam@ywam.nl

JmeO Heidebeek (Heerde) has two Confidential Counselors:

Johannes Woudstra and Gerda Thomson-Hoeve. E-mail: integrityhb@ywam.nl

6. Introduction, safeguarding and enforcement

6.1 How is the integrity policy made public in the organization?

Where people are at work, they run into dilemmas. That's why it is important that they know what the values are and what behavior we as JmeO expect. The most direct way for us to encourage staff, volunteers and students to pursue the code of conduct is to inform them through a meeting. It is also important to realize that as JmeO, we deal with an intercultural composition of staff, volunteers and participants in almost all locations. Cultural differences must be taken into account.

New staff and volunteers will have to be made aware of the integrity policy when they are introduced. One possibility is to include this in the 'New Staff Orientation' program.

For current staff and volunteers, who may still be unfamiliar with the policy, a time must be set for each location at which they can be informed and familiarize themselves with the contents of this document.

Participants in the schools offered by us must be made aware of the integrity policy in the first week of their school, which also applies to the Child Safety Policy.

6.2 How is continuous attention to the subject guaranteed?

For each JmeO location there will be designated persons who are responsible for this and who must take on this task. This can be the Confidential Counselor or one of the Safety Team members.

Promoting integrity within the organization does not stop after a one-off information meeting. The subject of integrity will only come to life if it is a regularly recurring subject in conversations and consultations. It is all about everybody involved with JmeO remaining aware of integrity. All parties involved have their own responsibility in this.

6.3 Practical elaboration of the procedure in case of an integrity complaint

Agreements and arrangements on integrity must be observed by all involved with JmeO. Measures can be taken if the agreements and arrangements are not complied with. The measure chosen naturally depends on the seriousness and extent of the breach of the agreements.

It is important that there is clarity about what happens with a report. Confidentiality within the process is also crucial. If either is missing, it will not improve the willingness to report.

If a report is made of transgressive behavior, the follow-up consists of the following four steps:

1. The *investigation* of the report
2. The *offering of help* to the victims and the alleged perpetrator
3. The *sanctioning* of misconduct
4. The *accountability* of the process

1. The investigation of the report

- Always keep in mind that it is possible that cultural differences may influence the interpretation of the behavior.
- Try to find out how clearly the victim communicated with the alleged perpetrator. Has he/she been able to clearly explain what the behavior has done to him/her?
- If it is concluded that this communication was not clear, or if there is a cultural misunderstanding, encourage the victim to possibly engage in conversation with the alleged perpetrator, with the help of someone from the 'safety team', in order to confront him/her with the specific behavior.

Do not draw any conclusions until you have also listened to the alleged perpetrator.
You must have heard both sides of the story!

What to do when behavior continues?

- If the behavior does not stop, and there is clear evidence of sexual harassment, discrimination, abuse of power or something similar, the 'safety team' will take measures to ensure the safety of the victim.
- If both sides of the story do not match and the alleged behavior is very serious, the 'safety team' must engage a neutral person (mediator) to help determine what happened and what to do next. This person must be informed about the intercultural dynamics and must have the trust and approval of both parties.
- A meeting will be planned as soon as possible with both parties involved and the mediator.
- The victim can bring someone along he/she trusts so as to be supported.
- The alleged perpetrator can also bring someone along who he/she trusts for support.
- Following this meeting, the mediator will advise the 'safety team' on what steps to take.

2. The offering of help to the victims

The victim should, if necessary, receive help to recover. Depending on the seriousness of the situation, this could also be outside JmeO. For example, in case of rape, the victim should be encouraged to report it to the police. He/she will also need pastoral or psychological care to deal with the trauma.

3. The offering of help to the alleged perpetrator

Another Confidential Counselor offers help to the alleged perpetrator.

Someone accused of undesirable behavior needs support to interpret the accusations and put his/her behavior into words and is entitled to support in the process of exploring the report of undesirable behavior. Even after deciding whether the report is founded or unfounded, it is important to guide the alleged perpetrator in this process.

4. The sanctioning of misconduct

It should be made clear to the alleged perpetrator that the behavior is unacceptable. He/she should receive guidance in order to change his/her behavior. This is especially important if the behavior is culturally related. It is important that this is also evaluated after a predetermined period. Depending on the seriousness of the situation, the perpetrator may be asked to leave JmeO.

5. The accountability of the process

When should leaders be informed? The 'safety team' will determine which leaders should be informed. Depending on the situation this can be the national leader, base leader, school leader and/or team leader. The confidentiality of the situation of both the victim and the alleged perpetrator is always taken into account. Based on the principle that no more people than necessary for proper guidance of the process are informed.

When should pastors and parents be informed?

If the alleged victim is young, he/she will be encouraged to inform his/her parents. JmeO is not allowed to inform parents without the victim's consent, unless the victim is a minor – under 18 years old.

In severe cases where both parties must leave JmeO, the pastors of both parties will be informed by the designated JmeO leader or someone from the Safety Team/ temporary team. The person in question is informed that JmeO will do so. In some cases, JmeO will do this without the person's consent.

After a specific situation has been solved, an evaluation must take place within the Safety Team/temporary team. The mediator should also be involved if he/she had a part in handling the situation. The results of the evaluation are also shared with the relevant base leader(s) if he/she was earlier informed about the situation.

7. Monitoring, evaluation and reporting

7.1 How is the progress of the policy/goals measured?

The progress of the implementation of the policy can be measured by asking the designated persons whether they have actually provided information about the policy. This is relatively easy to implement. It is more difficult to measure the extent to which this policy contributes to increasing integrity in the workplace. Every two years, the larger JmeO locations in the Netherlands send out a survey with various questions about working at the location in question. Our proposal is to add a number of questions related to the intended goals.

Survey questions

1. Do you feel safe at the base, regardless of your background or position? (Think, for example: are you being disadvantaged or discriminated against? Is there sexual harassment? Are you seen, heard and supported, or do you feel pressured or manipulated?)
2. In your opinion, is sufficient attention being paid to the integrity of the base and/or your team?
3. Are your leaders – base, team or project leaders – approachable for constructive, critical feedback?

7.2 Evaluating and reporting a case

It is important to evaluate each case in order to learn from it and make improvements for the next time. Those involved, 'safety team', mediator and possibly other leaders, will choose an appropriate evaluation method. Reporting the results is done anonymously.

7.3 Evaluating and updating the policy

The policy will be evaluated every two years by the persons involved (confidential counselor and safety teams) and updated if necessary. The board of JmeO is accountable for this. This will be included as an agenda item during a board meeting.

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Appendix 1 - Selection of YWAM Foundational values

Source: <https://www.ywam.org/about-us/values/> .

10 Function in teams

YWAM is called to function in teams in all aspects of ministry and leadership. We believe that a combination of complementary gifts, callings, perspectives, ministries and generations working together in unity at all levels of our Mission provides wisdom and safety. Seeking God's will and making decisions in a team context allows accountability and contributes to greater relationship, motivation, responsibility and ownership of the vision.

11 Exhibit servant leadership

YWAM is called to servant leadership as a lifestyle, rather than a leadership hierarchy. A servant leader is one who honors the gifts and callings of those under his/her care and guards their rights and privileges. Just as Jesus served His disciples, we stress the importance of those with leadership responsibilities serving those whom they lead.

14 Value the individual

YWAM is called to value each individual. We believe in equal opportunity and justice for all. Created in the image of God, people of all nationalities, ages and functions have distinctive contributions and callings. We are committed to honoring God-given leadership and ministry gifts in both men and women.

16 Practice dependence on God

YWAM is a volunteer movement called to practice a life of dependence upon God for financial provision. For individuals and for any YWAM team or community, this comes primarily through His people. As God has been generous toward us, so we desire to be generous, giving ourselves, our time and talents to God with no expectation of remuneration.

18 Communicate with integrity

YWAM affirms that everything exists because God communicates. Therefore, YWAM is committed to truthful, accurate, timely and relevant communication. We believe good communication is essential for strong relationships, healthy families and communities and effective ministry.