
Baseline Survey for GAFSP Liberia
-
SAPEC Impact Evaluation

Enumerator Training Manual



March - June, 2017

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1.1. Background on the survey

Development Impact Evaluation (DIME) is conducting an Impact evaluation of SAPEC, which will focus on whether the provision of 91% subsidized improved seeds, tools and fertilizer promotes the take up of modern farming inputs and improved seeds. The other evaluation question is whether short text messages to target population of beneficiaries (young farmers) help recruit these beneficiaries for agricultural programs and whether different messages in these invitations are more or less effective at reaching the target populations?

1.2. Purpose of the Survey Research

The specific survey objective are to;

- To provide data to assist in an impact evaluation of SAPEC, which will focus on the questions above, but also collect additional data on SAPEC's project development outcomes and expected impact.

2. RESEARCH METHODS

The survey will involve the use of face-to-face interviews using a questionnaire consisting mainly of closed-ended questions. Data capture will be by use of hand held devices. Target survey respondents will be identified from a list of randomly selected farmers in 10 counties. The random selection has been done and the enumerator will receive a list of farmers to interview.

2.1. Sampling¹

3. TRAINING AND SELECTION

We will take you through an eight-day training workshop made up of six days of plenary training, one day of piloting on site to be communicated at a later date, and one day of pilot debrief.

During the training, we will go through the recommended survey approaches and protocols, including the field procedures, interviewing skills and the do's and don'ts in the field. The aim of the training is to ensure that you clearly understand the survey questionnaire, the interviewing techniques to apply, the importance of asking each of the questions as provided in the script, and capturing the answers accurately as given, without bias.

During the plenary sessions, we will introduce you to the study background & purpose, review the survey questionnaire in detail, outline the data quality controls we will need to observe during fieldwork, go through the planned field logistics, and take you through some of the key attributes to observe in order to hone further your overall interviewing skills. We will also undertake plenary mock interviews to enable you to learn from each other on how best to overcome some of the likely field challenges, and improve on your overall interviewing skills.

It will be key that you understand the structure of the survey questionnaire, which has several sections and components that will require diverse range of skills. Other than the questions themselves, you

¹ The farmers to be interviewed are already randomly selected. You as an enumerator will get a list of farmers to look for and interview

will be expected to also clearly understand how to capture the relevant data on different sections of the questionnaire.

The one day piloting exercise will provide you with an opportunity to practice administering the questionnaire to real respondents with characteristics similar to the targeted survey respondents, and will facilitate in the identification of any likely issues with the questionnaire or any other survey related concerns.

Please note that your level of participation in the training will be closely monitored throughout the programme, and that whether or not you make it to the final fieldwork team for the survey will strictly be on merit.

For the purpose of this training, each participant will receive a package with the following materials:

1. Training agenda
2. Survey questionnaire – paper version
3. Mobile phone, with the soft version of the survey questionnaire
4. A note book & pen / writing material

A field force of 48 persons will be trained. After the end of the *plenary* training, the mock-interviews, and the pilot the trainees' performance will be reviewed and evaluated, and a final survey team of 42 best performers selected. Of the 42, 30 will be enumerators 6 will be supervisors and 6 will be Quality controllers(Back Checkers). The rest of the training participants will act as standby personnel to engage in case any of the top performers drop out of the survey, or be dropped from the survey if their performance is perceived to be below par.

Communication on whether you have been selected for the survey or not, and in what capacity if selected will be made by the Field Manager two days after the pilot debrief.

3.1. Enumerator Techniques

Make a good first impression: When you arrive at the target household, do your best to make the participant feel at ease. Open the interview with a smile and greeting such as “*good afternoon*” and then proceed with your introduction:

Greetings! My name is _____. I am from Research Solutions Africa (RSA) and we are currently undertaking a survey on behalf of DIME for the SAPEC project, an implementer of a World Bank project, in conjunction with Practical Sampling International, Liberia.

We are currently visiting farmers around the country to gain a better understanding of farming activities. The answers from this questionnaire will be used to improve farming activities around the country.

I will not tell anyone about your answers to these questions. Only the research team will view your responses. Although we will ask for information about farming and your experiences, we will never use personal information in our documentation and will not report sensitive information to anyone. Your answers will not affect aspects of the SAPEC project in any way. The entire survey will take about 3 hours.

*If you have any questions in the future, you can contact (the Survey Field Manager) from RSA/PSI on Tel.: **OR** from DIME on Tel.:*

Are you willing to take part in this interview?

1 Yes >>> Proceed

*2. No >>>Thank the respondent, terminate interview and move to the next target household. **(Please remember to capture this outcome on the phone, or your note book and share with your supervisor by close of the fieldwork day).***

Always have a positive approach: Never adopt an apologetic manner, and do not use words such as “*Are you too busy?*” Such questions invite refusal before you start. Rather, tell the participant, “*I would like to ask you a few questions*” or “*I would like to talk with you for a few moments.*”

Assure confidentiality of responses: If the participant is hesitant about responding to the interview or asks what the data will be used for, explain that the information you collect will remain confidential, no individual names will be used for any purpose, and all information will be grouped together to write an overall survey report. Also, you should never mention other interviews or show completed questionnaires to the supervisor in front of a participant or any other person.

Answer any questions from the participant frankly: Before agreeing to be interviewed, the participant may ask you some questions about the survey or how he or she was selected to be interviewed. Be direct and pleasant when you answer. It is important not to interrupt the flow of the interview so tell them that you will be happy to answer their questions or to talk further after the interview has ended.

Interview the participant alone: The presence of a third person during an interview can prevent you from getting frank, honest answers from a participant. It is therefore very important that the individual interview be conducted privately and that all questions be answered by the participant. Identify a quiet and private place to conduct the interview. Sometimes asking for privacy will make others more curious, so they will want to listen; you will have to be creative. Establishing privacy from the beginning will allow the participant to be more attentive to your questions. If it is impossible to get privacy, you may have to carry out the interview with the other people present. In all cases where other individuals are present, try to separate yourself and the participant from the others as much as possible.

Please note that this is a household interview and the respondent may want to confirm and or ask certain questions from other household members. Do allow them to, but ensure they do not sit through the interview.

If your supervisor is present, inform the participant who (s)he is and that (s)he is there to assess you as the enumerator. Also assure the participant that supervisor is bound by the confidentiality agreements. If the participant is uncomfortable having their interview observed, assure him/her that (s)he can stop the interview and/or request the supervisor to leave.

Be neutral throughout the interview: Most people are polite and will tend to give answers that they think you want to hear. It is therefore very important that you remain absolutely neutral as you ask the questions. Never, either by the expression on your face or by the tone of your voice, allow the participant to think that he/she has given the “right” or “wrong” answer to the question. Never appear to approve or disapprove of any of the participant’s replies. You must not form expectations of the ability and knowledge of the participant. For example, do not assume women and men from rural areas or those who are less educated or illiterate will not understand your questions.

The questions are all carefully worded to be neutral. They do not suggest that one answer is more likely or preferable to another answer. If you fail to read the complete question, you may destroy that neutrality. If the participant gives an ambiguous answer, try to probe in a neutral way, asking questions such as the following:

- “*Can you explain a little more?*”
- “*I did not quite hear you; could you please tell me again?*”
- “*There is no hurry. Take a moment to think about it.*”

Never suggest answers to the participant: If a participant's answer is not relevant to a question, **do not prompt** him/her by saying something like *"I suppose you mean that. . . Is that right?"* In many cases, (s)he will agree with your interpretation of his/her answer, even when that is not what (s)he meant. Rather, you should probe in such a manner that the participant himself/herself comes up with the relevant answer. Where applicable, you should only read the list of responses to the participant after (s)he has responded, but in a way that does not exactly match one of the responses. For example, you may repeat the participant's answer and then say *"does that mean"* and list the response options.

Do not change the wording or sequence of questions: The wording of the questions and their sequence in the questionnaire must be maintained. If the participant has not understood the question, you should repeat the question slowly and clearly. Do not reword (paraphrase) the question in any way.

Handle hesitant participants tactfully: There will be situations where the participant simply says, *"I don't know,"* gives an irrelevant answer, acts very bored or detached, or contradicts something s(he) has already said. In such cases, you must try to re-interest them in the conversation. For example, if you sense that they are shy or afraid, try to remove their shyness or fear before asking the next question. Spend a few moments talking about things unrelated to the interview (for example, their town or village, the weather, their daily activities, etc.). This can be done at any time of the interview process, even before asking the first question, though not before your formal introduction.

If the participant is giving irrelevant or elaborate answers, do not stop them abruptly or rudely, but listen to what they have to say. Then try to steer them gently back to the original question. A good atmosphere must be maintained throughout the interview. The best atmosphere for an interview is one in which the participant sees the enumerator as a friendly, sympathetic, and responsive person who does not intimidate them and to whom they can say anything without feeling shy or embarrassed.

Do not hurry the interview: Ask the questions slowly to ensure the participant understands what is being asked. After you have asked a question, pause and give the participant time to think. If the participants feel hurried or are not allowed to formulate their own opinion, they may respond with *"I don't know"* or give inaccurate answers. If you feel the participant is answering without thinking just to speed up the interview, say to the participant, *"There is no hurry. Your opinion is very important, so consider your answers carefully."*

Language of the Interview: We will have two main survey languages during this survey: English and Liberian English. However, we understand that there may be special circumstances that may require that the interview be administered in other languages other than these two; we will make sure that at team members in relevant communities are proficient in at least one other common local language that is commonly used in the given target community during fieldwork. However, in all the rare cases where there will be absolute language barrier between the identified target respondents and the given field teams, it will be okay to substitute the household on the basis of language barrier. The termination can only be done with authorization from the field manager. You must make sure the authorization is documented in your notebook.

Never use an interpreter since this only jeopardizes the quality of the data collected during the interview, compromises confidentiality and violates the recommended study's ethical perspective. If the participant does not speak any of the recommended survey languages, you will need to thank them and find another participant to interview.

3.2. How to Administer a Questionnaire

To collect the information needed for this survey, you must understand the questionnaire, how to ask each question, what information the question is attempting to collect, and how to handle problems that might arise during the interview. You must also know how to correctly record the answers the participant gives and how to follow special instructions in the questionnaire.

Informed consent: After introducing yourself, you must seek the participant's consent for participation in the survey. Participation in this survey must be understood to be entirely voluntary, and that the respondents have the right to pull out of the interview at any point, and that they can refuse to answer questions that they feel are intrusive or for which they feel uncomfortable. Re-affirm and ensure confidentiality of all the information obtained from the respondents in this survey.

If the identified respondent does not agree to be interviewed, thank him/her, end the interview and seek another respondent.

3.2.1. How to read the questions

All questions should be read in a natural conversational rhythm in a normal tone of voice.

Watch your tone of voice and facial expressions: Do not exhibit any behavior that may anger the participant. These may include: playing with chewing gum in your mouth, displaying exhaustion from hangovers, or any unwarranted stares at the participant. It is important to be respectful.

Read verbatim: Ask the questions exactly as they are worded and in the same order as in questionnaire. Even minor changes in the questionnaire wording can completely change the meaning of a question. Therefore, every enumerator must ask the questions just as worded or the responses may be misleading. In fact some questions may appear similar to others unless all the words are read carefully. You must follow the order of the questions and never ask questions out of order UNLESS there are special instructions to do so. Be familiar with the skip patterns as the phones will move you through the questionnaire depending on how you enter participants' answers. If you are well-acquainted with the questionnaire, you will not show surprise or be confused by this.

Introducing new sections of the questionnaire: Use a tone that indicates that this is a break and you are about to start a new section. Do not continue in a monotone from one section to another. The questions and topics are different and the participant needs to be prepared for the change of topics.

Never read, "Don't know" to participants: Although this response is one of the options that the participants can choose, they are not supposed to know it exists. If they know, they may say "don't know" without thinking enough about the question.

3.2.2. How to get adequate answers

Never stop a question without having tried to obtain an adequate answer or until you find that the participant really does not understand the question or does not know the answer to the question.

Learn the purpose of each question: In order to do a good job of interviewing, you must understand the kind of information we are trying to get by asking a question. Unless you understand its purpose, you will not be able to judge when a response is adequate and you must probe for clarity or for more information. This then means that you must review and internalize the tool so that you will be able to tell whether the response given is adequate and appropriate or whether you need to probe further. This knowledge will also help you to code the responses accurately.

Do not try to explain the question: Be neutral, and as mentioned before, if a participant does not understand a question repeat the question slowly and clearly. Give the participant time to think about the question. Unless you have other information about handling specific questions, the only acceptable answer for a participant who wants to know what a question means is ***whatever it means to you***.

Never explain the meaning or purpose of a question unless the enumerator instructions tell you to do so.

Do not accept a “don't know” without probing at least once: When you ask a question, people often say “*I don't know*” just to give themselves time to collect their thoughts. Sometimes the participant may not respond adequately because you have not read every word of the question or you have not read all the instructions of how to ask the question. If the participant is not responding adequately it is a good idea to read the question carefully again and also to carefully look through the instructions again.

If anyone says, “*don't know*”, then probe by saying “***Well, what do you think?***” If the question asks for opinions rather than facts, you could say “***I just want your opinion***”. If the question asks for facts, probe further by asking “***What is your best guess?***” or “***Approximately?***” to indicate that 100% accuracy is not required. If the participant is giving answers that don't address the question directly after you feel you have probed enough, simply record in verbatim her/his entire response, along with your probes.

4. FIELDWORK PROCEDURES

Preparations before Conducting Interviews: Read all training materials, familiarize yourself with the forms and their use, and prepare the introduction you plan to use at the beginning of an interview. Interview yourself, answering as if you were the participant, and record your answers just as if someone else were conducting the interview. Take your time and make sure you get a feeling for the skip directions. Conduct a practice interview with a friend. Take note of anything that is unclear or any question that requires additional instructions or clarifications, and in the first instance speak to your supervisor.

Gaining entry:

- Know what you want to say before the interview.
- Try not to sound anxious or hesitant when you talk to the participant.
- Know in advance what you want to say, but don't use a made-up speech that will sound phony.
- Say it in an easy, relaxed manner.
- Do not say more than necessary.
- Your introduction should be done in the shortest way possible.
- You should not spend much time giving explanations that the participant did not ask for because this may cause the participant not to want to be interviewed.
- Be business-like, yet friendly.

Confidentiality: All the data in this survey should be treated as strictly confidential. **The data should not be discussed with anyone other than members of your survey team.** Under no circumstance should confidential information be passed on to third parties, and anyone found to breach this provision shall be immediately dismissed from the survey team.

5. DATA COLLECTION²

5.1. Data Collection Teams – Roles and Responsibilities

The project team will be made up of the Client, The Project Manager and Field Manager who you will interact with closely. The back office will have, Data Processing (DP) Manager, DP Supervisor, and at least one Survey server data clerk. The supporting fieldwork team will have a total of 42 members: 30 enumerators 6 supervisors and 6 Quality Controllers.

You, the candidate enumerators/supervisors/Quality Controllers have been selected for the training on the basis of your individual fieldwork experience, your level of education, your fluency in the local languages of interest for this survey and for some of you, your past performance record in similar assignments with PSI and other research organizations. However, only those who will have shown clear understanding of the survey questionnaire and the related survey approaches will constitute the final fieldwork team in this survey.

We will have three main staff levels during data collection exercise, i.e. enumerators , supervisors and Quality controllers. The duties and responsibilities for each of these levels are as follows:

5.1.1. The enumerators

The enumerators will be responsible for the actual administration of the interviews to the respective target respondents at the household level. They will undertake face-to-face interviews using hand held devices, Liberian English, or any other applicable local language as would be deemed appropriate for the respondent in question. We will set an average daily quota per enumerator and each enumerator will be expected to meet this daily target.

We will seek to identify a total of 30 enumerators after the training, to engage in the survey. The enumerators will work in sub-teams of 6.

5.1.2. Field supervisors

The field supervisors will be responsible for ensuring that the quotas set for their teams are accomplished efficiently, rightly and by using the recommended quality control procedures. They will assign interviews to their respective team members; ensure that the survey respondents are the correct sampled farmers, that the interviews are administered as recommended, and that set appointments (where applicable) are honoured by the enumerators in question. They will undertake quality control checks in the field, using sit-ins and call backs as appropriate.

The supervisors will ensure that all phone-based interviews completed on a given day are sent to the head office promptly, for collation and further data quality control checks. They will discuss with the relevant enumerators any noted anomalies during the data collection exercise, and ensure that the same are not repeated routinely thereafter. Unless by reason of poor telephone network connectivity, they will ensure that all accomplished interviews on a given day are synched to the survey server on the same day. They will keep a tally of all the challenges encountered by their teams, and liaise with the client/The Field Manager and the Project Manager in addressing these challenges. They will also

² We estimate that the data collection activities will take about three - four calendar weeks . Upon completion of fieldwork, all persons concerned will be expected to reconvene for a one day fieldwork debrief. We will communicate the details for the debrief at least 5 days before end of fieldwork.

communicate the teams' output per day to the RSA Field Supervisor and liaise with the survey server data clerk to ensure that correct tallies achieved by their teams are fully reflected in the server.

The supervisors will also be responsible for ensuring that appropriate courtesy calls are paid to the relevant local authorities by the sub-teams in each new enumeration area (EA); that there exists a cordial working relationship amongst the various sub-team members, and that there is a balanced distribution of interviews amongst the enumerators.

We will have six supervisors in the survey, each managing a sub-team of 5 enumerators. They will report to the PSI Field Manager who will be with the teams in field throughout the data collection period.

5.1.3. Quality controllers

The back checkers will be as field quality controllers will follow the enumerators in the field.

- They will go to each enumeration area/site to conduct independent backchecks with at least 10% of the interviewed households. These households will be randomly selected to ensure all enumerators are backchecked proportionately.

5.2. Data Collection – Processes

Data collection is a team effort and requires attention to detail, reliability and a great portion of quality control measures.

To assess the quality of the interviews, supervisors will undertake random sit-ins on at least 10% of the interviews conducted by each enumerator, and also do call backs when necessary.

During sit-ins the supervisors will accompany and stay with the enumerators during the actual administration of an interview. This will be very essential during the early days of fieldwork, to ensure that the enumerators are not only identifying the respondents using the recommended procedures, but are also asking the questions and capturing the answers appropriately. To confirm accuracy of the captured data, the respective supervisors will have to make some notes with respect to specific questions and answers, and later on confirm these in the respective questionnaires by the enumerators in question.

A back check will involve a Quality Controller going back to the target respondent earlier interviewed by an enumerator to confirm a few random questions and answers as captured by a given enumerator. Although it is possible that a respondent could give different answers to the same question during such visits, a consistent pattern on varying responses as captured by a particular enumerator especially to specific questions would indicate a shortcoming on the enumerator in question. A back check will be done to confirm that the data captured by the enumerator is accurate, and that the interview was actually undertaken with the specific individual as indicated in the questionnaire.

A call back will serve the same purpose as a back check, but instead of the supervisor physically going to the respondent, s/he will call the respondent to confirm the accuracy of given data as captured in the questionnaire. This quality control check will only be applicable where accurate respondent telephone details are available, and it will be undertaken at the field level.

The Project Manager will visit all the survey teams randomly to assess the implementation of the data collection activities, and ensure that all the quality control procedures are being undertaken by all the field staff, including identification and selection of the target respondents.

The DIME team will also have its own data quality control team to ensure, through random and independent field visits and calls, that fieldwork personnel are undertaking the survey according to the approved protocols and that due diligence is observed on the accuracy and completeness of the data captured from the field.

6. COMMUNICATION CHANNEL DURING THE IMPLEMENTATION OF THE SURVEY

Communication is essential for the success of the project. The default chain of communication for any issues arising will be:

Enumerators will inform their supervisors of any challenges or issues they are facing; the supervisors will in turn report to the PSI Field Manager, who will provide any necessary assistance when possible or cascade the matter upwards to the Project Manager.

Routine communication: The enumerators will report all their issues, problems and challenges to their respective supervisors. This will be at least on a daily basis, during the team meetings either in the morning when the supervisor is assigning the day's activities, or in the evening when the team meets to review and report on the progress made during the day.

The supervisors will receive any instructions touching on the data collection activities from the RSA Field Supervisor, and will report to him any issues in their respective teams, including the daily progress update.

The PSI Field Manager will receive the first hand information from the other field supervisors and communicate the same to the Project Manager as appropriate. He will communicate to the rest of the field team members any new developments during fieldwork, as communicated to him by the Project Manager.

The Project Manager will manage and coordinate the communication flow in the entire project, and shall communicate directly to any of the staff involved in the survey to assess and monitor the survey activities. He will also take and communicate strategic decisions on such key issues as enumerator dismissal, change on team composition or roll-out plan.

The Project Manager will be answerable to and shall closely collaborate with the MSI Survey team, with whom he shall provide weekly updates on the survey progress.

DIME will provide the overall and final say on any technical issues touching on the survey, and will undertake regular communications with the Project Manager (and any other fieldwork team member(s)) to ensure that all activities in the survey run as planned.

7. LOGISTICS

Allocation of teams to the counties and communities to be visited in the survey: We will have six sub-teams, each made up of five enumerators and one supervisor. There will also be a Quality control team working independent of the teams. The teams will be constituted immediately after the training.

Languages: In the survey, these languages shall be used: English, Liberian English or any other relevant common local language as would be clearly understood by both the target respondent(s) and at least one member of a survey sub-team. If a respondent speaks one of these languages, but you do not,

immediately alert your supervisor who will then re-assign the respondent to another member of your team who is proficient in the language in question. If a respondent speaks none of the survey languages, please proceed to the next substitute/target household, and remember to report the case to your supervisor who will record the case as appropriate.

We hope to deploy teams to counties where they are able to communicate effectively.

Arrangements for transportation and accommodation: Each team member will be given a daily transport allowance covering both the intra- and inter- community movements. You will be provided with highway transport allowance commensurate with your designated enumeration areas; this should cater for your travel costs to and from the field. You will also be provided with subsistence allowance to cater for your daily accommodation needs while in the field. All team members are requested to put up in facilities that are close to the target enumeration areas, to check on daily travel time to/from the field.

ANNEX 1: AT-WILL EMPLOYMENT POLICIES

RSA may summarily terminate the service of any field team member who is not performing at the level necessary to produce the high-quality data required to make this survey a success. Similarly, any field team member may terminate his or her contract at any time. We would request a notice of one week (five working days) in this case.

The following regulations have been established and will be strictly enforced:

1. Except for illnesses, any person who is absent from duty during any part of the training or any part of the fieldwork (whether it is a whole day or part of a day) without prior approval from his/her supervisor may be dismissed from the survey.
2. The selection of the survey team members is competitive; it is going to be based on individual participation during the training, and on the performance, ability, and the results of the mock test and the pilot.
3. Throughout the survey training and the fieldwork period, you are representing RSA, which has been subcontracted by DIME/WB to undertake the data collection activities in the relevant counties. Your conduct must be professional and your behaviour congenial in dealing with the public. You must always be aware of the fact that we are only able to do our work with the good will and cooperation of the people we interview. Therefore, any team member who is consistently overly aggressive, abrupt, or disrespectful to the people in the field may be dismissed from the survey team.
4. For the survey to succeed, each team must work closely together, sharing in the difficulties, and cooperating and supporting each other. We will attempt to make team assignments in a way that enhances the cooperation and good will of the team. However, any team member who in the judgment of the RSA Field Supervisor and/or the Project Manager creates a disruptive influence on the team may be asked to transfer to another team or be dismissed from the survey altogether.
5. It is critical that the data gathered during the fieldwork be both accurate and valid. To control for inaccurate or invalid data, spot checks will be conducted. Enumerators may be dismissed at any time during fieldwork if their performance is not considered adequate for the high quality data this survey demands.
6. Sexual harassment will not be tolerated during the process of conducting this Survey. By sexual harassment, we mean unwelcome sexual advances, requests for sexual favours, and other sexual comments or actions that make the receiver feel offended or intimidated. Sexual harassment may hurt work performance, and in some cases, an individual may feel that they must comply with the unwelcome advances or requests in order to keep their job. Sexual harassment can be committed by a man towards a woman, by a woman towards a man, or between two individuals of the same gender.
 - 6.1. To avoid any appearance of sexual harassment, individuals should be careful to avoid unnecessary physical contact and suggestive language and should maintain a professional work climate at all times.
 - 6.2. Anyone who feels that he or she has been the target of sexual harassment or who has witnessed an apparent incident of harassment should immediately report the incident to his or her supervisor, PSI Field Manager or the Project Manager. The Field Manager will investigate the claim and keep the related reports confidential to the extent possible. Accordingly, we will take the necessary remedial action(s) to stop and/or prevent any further occurrence of the said harassment. These actions may include giving stern warning to the culprit(s) to desist from the harassing behavior, reassigning the parties in question to different and separate teams, or dismissing the aggressor(s) from the survey altogether. Retaliation against individuals filing complaints of sexual harassment will also trigger disciplinary action.