CHILD SAFETY & PERSONAL PROTECTION HANDBOOK

2021/2022

PACA

Child Safety & Personal Protection HANDBOOK

English Version 09/08/2021

Child Safety & Personal Protection HANDBOOK

Pan American Christian Academy is a Member of The Child Safety and Protection Network (CSPN) which is a group of agencies, organizations and international schools who have come together to collaborate, share resources, and develop best practice standards in the area of child safety. The Best Practice Standards establish consistent standards between and among agencies and facilitate ongoing networking, sharing of resources in both prevention and response and working together effectively on response teams.

Pan American Christian Academy's prevention strategies, policies, procedures and response protocols are all designed to ensure that all students are treated with respect and dignity and enjoy a safe environment in which they feel protected. The school's child protection policies are based on international law and standards from the United Nations and World Health Organization. When given reasonable cause to suspect that the rights of children are violated, PACA will seek all available resources to restore those rights.

> [Jesus] said to them, "Let the little children come to me, and do not hinder them, for the kingdom of God belongs to such as these. I tell you the truth, anyone who will not receive the kingdom of God like a little child will never enter it." And he took the children in his arms put his hands on them and blessed them.
>
> Mark 10:14-16
>
> Then [Jesus] said to them, "Whoever welcomes this little child in my name welcomes me; and whoever welcomes me welcomes the one who sent me. For he who is least among you all – he is the greatest."
>
> Luke 9:48

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INTRODUCTION

Pan American Christian Academy places a high value on children and strives to provide a safe learning environment. The school is committed to protecting the social, spiritual, moral, emotional, physical and mental health of students and to maintaining an environment in which all individuals treat each other with dignity and respect.

Schools fill a special institutional role in society as protectors of children. They need to ensure that all children in their care are afforded a safe and secure environment in which to grow and develop. With the opportunity to observe and interact with children over time, educators are in a unique position to identify children who need help and protection, particularly in the area of personal safety. Educators have an ethical obligation to identify children who are in need of help and protection and to take steps to ensure that the child and family avail themselves of the services needed to remedy any situation that constitutes child abuse or neglect. It is the responsibility of all Pan American Christian Academy employees, adult volunteers and students to report any suspected cases of child harassment or abuse to the Child Safety Team.

This handbook outlines how any member of the school community can report concerns or observations related to student safety and protection. School policy and procedures are followed in dealing with the spectrum of incidents from minor cases of misbehavior, serious or repeated cases of misconduct as well as indicators, disclosures and reports of suspected harassment and/or abuse.

The Personal Protection Policy and its procedures serve the purpose of creating an environment which safeguards students and staff from abuse and harassment.

The school will take action to prevent and correct any violations of the policy, as well as to investigate all allegations of child harassment or abuse. The school will take corrective action within the limits of its organizational jurisdiction and will comply fully with the laws of Brazil with regards to any suspected case of child harassment or abuse. Violation of this policy by anyone associated with the school (expatriate or national staff or students) will result in discipline.

CHILD SAFETY TEAM

The Child Safety Team is a group of school staff who sensitively assess and investigate reports of harassment and abuse.

The Child Safety Team consists of:

- four or more members who are appointed by the school director and deemed to be trustworthy, objective, caring, and committed to confidentiality,
- all members will be committed to knowing and following the school's Child Safety and Personal Protection Policy and procedures,
- all members will have received training from the Child Safety and Protection Network (CSPN),
- at least two members will be trained investigators by CSPN,
- all members will have worked at the school for at least two years before being appointed to the team.

REPORTING

Reporting Student Behavior

Anyone in the school community may observe or hear about an occurrence or behavior that causes concern. Reports of student misbehavior should be directed to the staff member responsible for the student at the time of the behavior. Reports of serious or repeated misconduct should be taken to a school administrator (principal or director.) General concerns related to child safety and personal protection as well as reports, indicators or disclosures of suspected harassment or abuse should be submitted to the Child Safety Team.

The spectrum of student behavior from minor infractions to abuse is divided into three levels:

• ***Level 1*** misbehavior includes lying, cheating, misuse of technology, inappropriate language, disrespect, gossip/slander, mocking/teasing, and disobedience. These behaviors are reported to the classroom teacher or activity advisor and are dealt with by the staff member responsible for the student at the time of the misbehavior (in consultation with the appropriate administrator, if needed). These incidents are documented for potential follow up by the counseling team and/or the administration according to the procedures found in the Parent/Student Handbook. Any incident which may cause emotional harm to a student or minor violations that develop into a pattern should be documented and reported to the counseling team.

• ***Level 2*** misconduct includes self-harm, sexual activity, fighting/bullying between peers, discrimination, harassment, threatening or violent behavior, possession of weapons, possession or use of alcohol, tobacco, drugs or pornography, or serious or repeated behavior that violates the personal protection policy or any inappropriate behavior by staff towards students. These behaviors are reported to an administrator (principal or director) who work in cooperation with the administration to provide counseling and/or discipline. Administrators document these cases for potential follow up.

• ***Level 3*** incidents such as threatening or bullying behavior directed towards younger/weaker students, sexual harassment between peers, inappropriate behavior between adults and students, abuse (physical, sexual or emotional), neglect, abuse or harassment by staff to students, an inappropriate emotional or physical relationship between an adult and student, or any indicators or disclosures of these behaviors should be documented using a Personal Protection Policy Reporting Form (available at www.paca.com.br) and submitted to the Child Safety Team within 48 hours. The report may be given in written form, electronically or via email sent to cspn@paca.com.br. The Child Safety Team follows the response protocol and school policy for assessing and responding to reports.

Reporting Staff Behavior

Reports of inappropriate behavior by staff members are submitted to the appropriate administrator according to PACA's organizational flowchart:

- reports involving PACA employees are given to the principal or superintendent,

- reports involving administrators are given to the school superintendent.

Concerns related to potential abuse or harassment involving a staff member or an inappropriate emotional relationship between a student and a staff member are reported directly to the Child Safety Team who will involve the school superintendent and Brazilian Director.

Obligation to Report

Staff will show discretion in dealing with student issues, erring on the side of caution. However, whenever there is reason to suspect child abuse, harassment or neglect, all school staff, volunteers and students are required to report their suspicions to the Child Safety Team within 48 hours using the Personal Protection Reporting Form or cspn@paca.com.br. Any person observing suspicious behavior or an indicator of abuse or receiving a disclosure or allegation or who has knowledge which gives reason to suspect harm may not take any other action than submitting a report form; they may not perform any preliminary investigation or interviews. Even if there is reason to doubt a report, the person reporting must communicate the information accurately, completely, and immediately. Staff who have knowledge of violations but neglect to report them may be subject to disciplinary action.

Safety in Reporting and Responding

The school is committed to protecting each person involved in an investigation as well as the objectivity and fairness of the process.

Assistance will be provided for reluctant and/or scared reporters. Support will be offered to victims and alleged offenders during the investigative process. The school will provide immediate safety and appropriate care for students determined to be victims of harassment and abuse.

Safety measures will be taken according to Brazilian law, within the school's jurisdiction and resources to ensure the safety of a child and that of other children in the home for situations in which the parents or other family members in the home have allegedly abused a child in the home.

In cases of alleged abuse, the school will follow protocols for preventing the alleged offender from confronting their victim or requiring children to meet with their alleged offenders. Alleged offenders who are non- family members will not be allowed to meet with the victim during the investigation.

The school is committed to secure record-keeping of all reports, investigations and recommendations regardless of the conclusions reached of people involved.

"Children and youth have legal and moral rights to their individuality, that when protected, will develop into the ability to meet the needs of the family, community and global society."

(Source: Shanghai American School, Child Protection Policy)

WHAT AND HOW TO REPORT

LEVEL 1

- Lying
- Cheating
- Misuse of technology
- Inappropriate language
- Disrespect
- Gossip/slander
- Mocking/teasing
- Disobedience

1. Behavior corrected and disciplined by the ***Teacher or Responsible Coach/Advisor.***
2. Resolved by ***PACA Staff Member.*** The behavior is logged in PlusPortals for potential follow-up by the counseling team or administration.

LEVEL 2

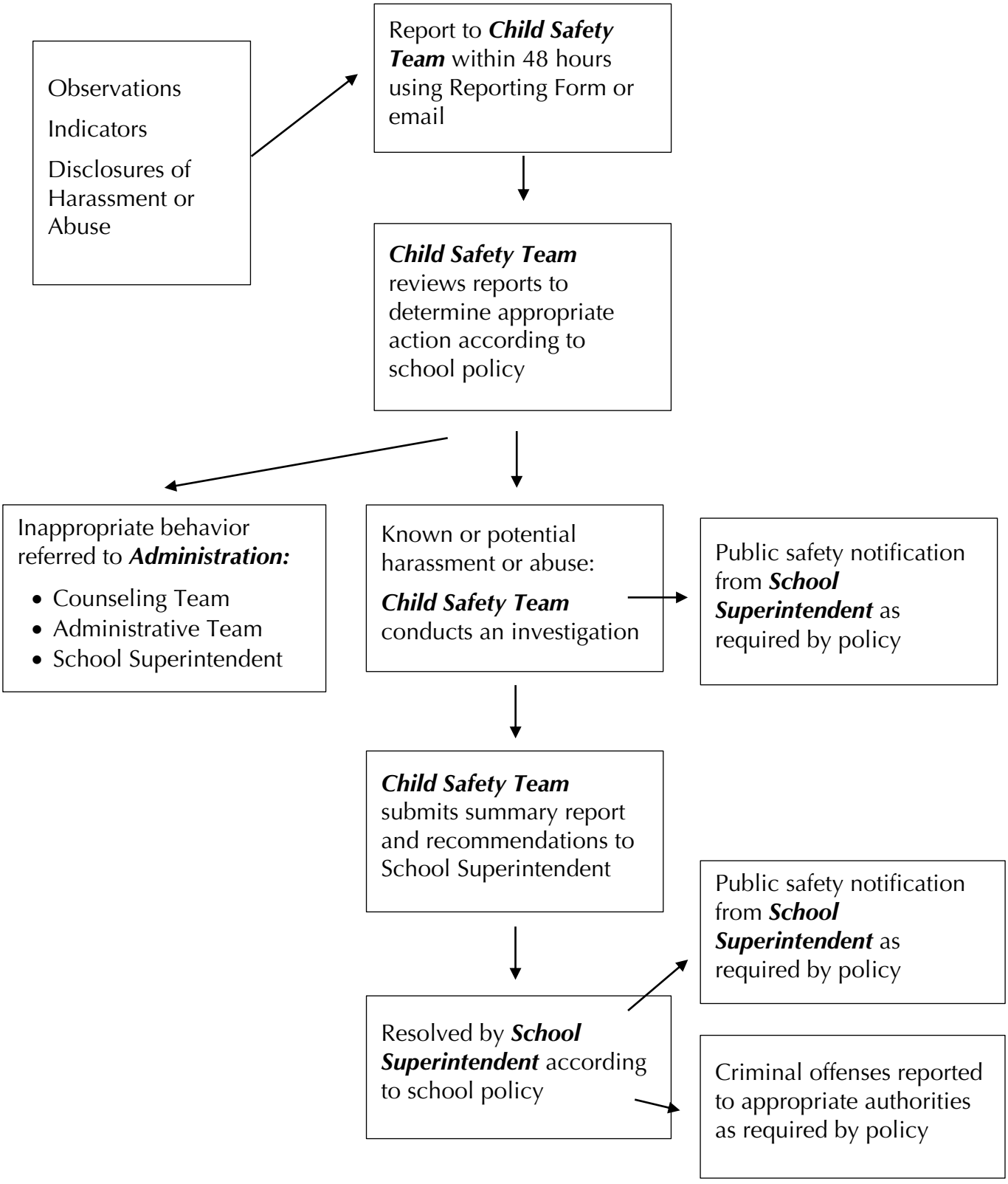
- Self-harm or depression
- Sexual activity
- Bullying/fighting between peers
- Discrimination
- Harassment
- Threatening or violent behavior
- Possession of weapons
- Gang activity
- Possession or use of tobacco, alcohol, drugs or pornography
- Serious or repeated behavior that violates the Personal Protection Policy
- Inappropriate behavior by staff towards students

1. Repeated and/or serious behavior that warrants discipline and/or counseling by the ***School Leadership Team or School Counseling Team.***
2. Resolved by ***PACA Administrator.*** The behavior is documented by the administrator.

LEVEL 3

- Threatening or bullying younger/ weaker students
- Sexual harassment between peers
- Abuse (physical, sexual, or emotional)
- Neglect
- Inappropriate behavior between adults and students
- Inappropriate emotional or physical relationship between an adult and student
- Abuse/harassment by staff to students
- Indicators or disclosures of the above behaviors

RESPONSE TO LEVEL 3 HARASSMENT AND ABUSE



DEFINITIONS AND INDICATORS

The school encourages all members of the community to be aware of definitions and indicators of abuse so that the combined efforts of all will serve to safeguard students. All school staff are considered child advocates and protectors.

Adults should report a concern if a student exhibits several of the indicators of abuse or a pattern emerges of unusual behavior. Behavioral indicators in and of themselves do not constitute abuse or neglect; together with other indicators, such as family dynamics, they may warrant follow up.

The school categorizes misconduct related to child safety and personal protection according to the following three areas: inappropriate behavior, harassment and abuse. These terms are used by the Child Safety Team in their investigation of and response to reports.

Inappropriate Behavior

Inappropriate behavior encompasses unwanted attention or actions between peers that cause physical or emotional harm. Inappropriate physical contact may include unwanted or extended hugging or touching, holding or blocking, engaging in reckless behavior or causing physical harm. Inappropriate emotional dynamics include unwanted teasing, mocking, or disrespectful behavior to classmates and teachers that is hurtful or disruptive. Although inappropriate actions may be non-intentional, they will be dealt with according to the perception of the other person. This behavior is corrected and disciplined by classroom teachers or responsible staff member.

Harassment

Harassment is non-accidental, immoral, and/or unethical behavior between peers that results in the dishonor or mistreatment of another person or creates a hostile environment. Harassment may include verbal/written derogatory or hostile comments or visual/physical behaviors that are obscene or sexual in nature. Prejudice and discrimination are considered harassment because of the emotional harm they cause. These behaviors are considered serious and will be addressed by a school administrator or the counseling team.

ABUSE

Definitions of abuse are complex and based in various cultures of child-rearing behaviors, gender and role responsibilities and expectations.2 Child abuse includes non-accidental physical, emotional, mental or sexual harm, neglect or abuse from those who are responsible for the immediate care of a child.

Abuse usually occurs where there is a basis of trust and a difference of power based on age, physical, intellectual or emotional capacity. Although the legal definition of child abuse refers to actions against individuals under the age of 18, the school will protect the rights and safety of students who are 18 and over. All policies apply to currently-enrolled students. Should both parties be under the age of 18, factors considered in evaluating whether abuse has occurred include differences in responsibility, trust, power, development, awareness and understanding, coercion, and threats, whether implied or verbal.3 The case will be considered abuse if there is an age difference of more than three years (1095 days) between the two children.

POSSIBLE INDICATORS OF INAPPROPRIATE EMOTIONAL RELATIONSHIPS

- Co-dependency or enmeshment of either party,
- Exclusive relationships between students that adversely affect their other relationships and responsibilities,
- Emotional attachment between staff and student in which the lines of authority are blurred,
- Threatening self-harm or harm to another, either emotionally or physically,
- Inability by a staff member to reason clearly, provide wise counsel and accountability and/or navigate disciplinary decisions that affect the student.

Harassment may include:

- Verbal/Written: Mocking, slander, gossip, ostracizing; sexual comments; provocative comments, letters, notes, invitations; inappropriate verbal or written commentaries; hostile or degrading words, written inappropriate material including emails, IM's, phone calls and SMS's, blogs, websites, etc.
- Visual: sexual or obscene material; displaying sexually suggestive objects or pictures; soliciting, viewing or posting visually inappropriate material.
- Physical: leering, impeding or blocking movements; threatening gestures or acts of intimidation; physical violence; bullying and/or assault.
- Discrimination: epithets; slurs; negative stereotyping, threatening, intimidating, or hostile acts that relate to race, color, religion, national origin, age or gender.

Neglect may include:

- Failure, refusal or inability on the part of a student's caretaker to provide adequate physical and emotional care, medical or mental health treatment, appropriate supervision and a safe environment.
- Failure to provide proper adult guardianship such as leaving children unsupervised at home for any extended period of time.
- Allowing a child to engage in an illegal or harmful activity.

POSSIBLE INDICATORS OF NEGLECT

- Child's basic hygiene and nutritional needs are not met by the caregivers
- Child's medical needs are not met (untreated illnesses and injuries)
- Child shows fear or strong avoidance to going home
- Parents do not respond to repeated communications from the school or emergency calls from the school
- Both parents or legal guardians are absent for an extended period of time without providing adult supervision for their child and failing to notify the school of their absence

Physical or emotional abuse may include:

- Inflicting physical injury to a person causing bruising, burns or disfigurement or impairment of physical or emotional health or loss or limitation of any bodily function.

- Threatening, intimidating, humiliating and/or rejecting another person or creating a hostile or negative environment.
- Committing acts that are cruel or inhumane, such as extreme discipline or omissions that demonstrate a disregard of a child's pain or mental suffering.

POSSIBLE INDICATORS OF EMOTIONAL ABUSE

- Changes in mood or behavior (withdrawal, aggressiveness, depression)
- Nervousness
- Obsessions or phobias
- Sudden under-achievement or lack of focus
- Attention-seeking behavior
- Persistent tiredness
- Seeking inappropriate relationships
- Deliberate and unwanted sexual gestures or advances, requests for sexual favors, or other verbal or physical conduct of a sexually suggestive or intimidating nature.

POSSIBLE INDICATORS OF PHYSICAL ABUSE

- Unexplained cuts, bruises, welts or fractures
- Bruises of different ages and colors
- Injuries reflecting the shape of the article used
- Unexplained or patterned burns
- Injuries inconsistent with the information offered by the child
- Injuries that regularly appear after absence from school

SEXUAL ABUSE MAY INCLUDE:

- Committing or allowing any sexual offense against a child defined by Brazilian law or PACA policy.
- Intentionally touching a child's private parts (breasts, genitals or buttocks) either directly or through clothing other than for hygiene or child care purposes.
- Non-consensual sexual activity that may include physical or non-physical conduct, sexual coaxing or propositions, indecent exposure, use of pornographic material, voyeurism, all forms of violent and non-violent molestation or assault, and any sexual activity in which the student does not fully comprehend, or that violates the laws or social taboos of society.

Sexual abuse has different characteristics than child abuse that warrants special attention. Sexual abuse usually requires planning by the offender, referred to as grooming, which results in victims accepting the blame, responsibility, guilt and shame for the offense. Sexual abuse requires far more secrecy than other forms of child abuse, so is more difficult to detect and/or report. The school has the responsibility and obligation to correct potential grooming behavior or actions which appear to be grooming.

POTENTIAL INDICATORS OF SEXUAL ABUSE

- Significant and abrupt changes in behavior
- Inappropriate sexual play, language or provocative behavior
- Age-inappropriate sexual knowledge, behavior or language

- Evidence of physical trauma to a child's private area
- Difficulty sleeping, eating, walking or sitting
- Fear of bathrooms or changing into PE uniforms
- Not wanting to be alone with an individual
- A child with a sexually transmitted disease or becoming pregnant

RESPONDING TO DISCLOSURES

Even though every student is an individual and each situation is unique, the following general guidelines should be followed when a student alludes to or reports an alleged incident of harassment or abuse:

- Show acceptance of what the child says, however unlikely it may sound,
- Stay calm and look at the child directly while being sensitive to cultural differences,
- Be honest and tell the child that you will need to let someone else know (do not promise confidentiality),
- Reassure the child that even if they have broken a rule, they are not to blame for the abuse,
- Be aware that the child may have been bribed or threatened not to tell,
- Never push for information, instead let the child know that you are always ready to listen if they want to tell you more.

HELPFUL THINGS TO SAY

- "Thank you for telling me . . ."
- "I believe you . . ."
- "It's not your fault . . ."
- "You did the right thing to tell me..."
- "I will help you . . ."

THINGS NOT TO SAY

- "Why haven't you told anyone before?"
- "I can't believe this/Are you sure this is true?"
- "Who/why/when/where/how?"
- "I am shocked."

Action Steps Following a Disclosure

Be careful to follow these steps upon receiving a disclosure of inappropriate behavior, harassment or abuse:

- Let the child know what you are going to do next.
- Offer to accompany the child to see a member of the school counseling team, if needed.
- Make notes during the meeting or as soon as possible after the meeting, writing down exactly what was said and what was happening immediately beforehand. Attach the detailed notes in the Personal Protection Reporting Form.

- Report the disclosure to the Child Safety Team as soon as possible (within 48 hours) through cspn@paca.com.br or by submitting a Personal Protection Reporting Form (available at www.paca.com.br).
- Consider your own feelings and seek support if needed while maintaining confidentiality for the child's sake.

HISTORICAL DISCLOSURES

Pan American Christian Academy will receive reports of harassment and abuse that are historical in nature. A current student may report harassment or abuse committed by a former student. Although PACA School and the Child Safety Team do not have jurisdiction over former students, an assessment, recommendations and an effort to provide restorative care and prevent future occurrences will be made.

In the event that a student discloses historical information of an abusive nature prior to enrollment at PACA, a report will be made to the Child Safety Team. The student will be encouraged to share the information with parents. In the event the student is unable or unwilling to talk to parents, a Child Safety Team member, advocate or school administrator will communicate the information to parents with the student's knowledge. The student will be recommended to receive counseling, and in certain cases counseling may be required.

If a staff member experiences abuse while at PACA, or prior abuse comes to light, the school will refer the staff member for counseling. If emotional trauma interferes with the staff member's ability to cope with living overseas or working at PACA, he or she will meet with an administrator, and if desired, an advocate of his or her choosing. The administrator will determine a course of action, keeping the staff member's and the school's best interests in mind. The school director has authority to review the staff member's contract with the possibility of reducing responsibilities or releasing him or her from the contract. If the staff member is not able to continue their employment, the school will refer the staff member to the care of his or her sponsoring organization, home church and/or immediate family. The school will follow up with communication to the sponsoring organization, home church and/or immediate family to encourage the provision of care.

RESPONDING TO REPORTS

Processing Reports

Because of the value we place on children and the importance we place on the care and protection of our students, PACA will accept all reports of abuse, current or historical, regardless of the perceived validity or severity. The school will investigate all allegations and reports, even if the victim does not personally want the allegations investigated.

The school reserves the right to fully investigate every complaint, conduct investigations, take such steps as it feels are necessary to remedy the situation, and to notify appropriate government officials and/or mission agencies as circumstances warrant.

The school administration will keep in mind ramifications of cultural background that may affect the practical working-out of each step of the process. In situations in which there is a language barrier, an interpreter may be called in to assist.

Employees, adult volunteers and students are expected to fully cooperate in any complaint or investigation that might involve child harassment or abuse. Anyone who conceals information or knowingly provides false or misleading information will be subject to appropriate disciplinary action up to and including compulsory transfer or termination of enrollment. The nature of the complaint may necessitate that the employee be put on a paid leave of absence or a student be temporarily removed from the school premises.

The Child Safety Team processes Personal Protection Policy reports within five days to determine what course of action will be taken, either a referral back to administration, a preliminary investigation or a full-scale investigation. When needed, an objective investigator from outside of the school's jurisdiction will be included on the investigative team.

Investigation

If an investigation is determined to be warranted, the Child Safety Team will inform the school director and follow school policy throughout the process. A member of the team will be appointed to record and secure notes and maintain a case file that will include confidential records of interviews, statements, incident reports, evidence and other pertinent material.

Investigations of potential abuse will include a team of at least three members representing both genders. Translators will be used when possible if the victim or perpetrator is not comfortable using English. When the Child Safety Team determines that an investigation goes beyond the expertise and experience of their investigative team, they will seek additional expertise to effectively address the needs of the case.

The investigation will include interviews of the following persons as a minimum:

- Victim,
- Alleged offender,
- Known witnesses,
- Those persons whom the alleged victim and/or offender indicates are witnesses or can contribute to the investigation.

Two or more interviewers will be involved in victim and alleged offender interviews. The interviews will be conducted in person and include an interviewer of the same gender.

Due diligence will be exercised to determine if there are additional victims.

Standard interview formats will be used for each interview.

A final summary of the investigation with recommendations will be given to the school superintendent. The superintendent will respond to the recommendations according to school policy.

The report will be placed in the student's or staff member's file. The superintendent will keep a log of disciplinary decisions that remain with the school's permanent records; therefore, the "need to know" circle will include future directors of Pan American Christian Academy.

The superintendent will follow school policy for determining what to report regarding the outcomes of the investigation to the school community, mission organizations and the local/regional authorities.

Confidentiality

Care will be exercised during the reporting process to protect both the victim and the alleged perpetrator by restricting information access to those who need to know and have the authority to know. The Child Safety Team will follow the policies and procedures of the Personal Protection Policy in investigating reports.

PACA will seek to maintain confidentiality in the review and investigation of harassment and abuse reports, so far as maintaining confidentiality is not inconsistent with investigating the alleged violation, eliminating any harassment or abuse found to have occurred, or preventing future violations.

If a staff member, student or family forces a public disclosure of the case details, the school may be forced to publicly defend its decision.

Communication

PACA is committed to sensitive communication with involved and affected parties in cases of alleged harassment or abuse.

- Parents, guardians and students will be informed that reports will be investigated immediately and thoroughly.
- Parents and/or guardians will be notified as soon as possible if their child is an alleged victim or offender of a violation of the Personal Protection Policy.
- During the investigation process, at least two notices will be given to the alleged offender: an initial notice regarding the allegations and an outcome notice.
- Throughout the investigative process, school staff will be informed of necessary details to continue with normal functioning of the school.
- If a student or staff member of a mission organization has been the victim or perpetrator of a significant violation of the Personal Protection Policy, the regional director of their mission will be informed.

Inaccurate Reports

It is sometimes difficult to know whether a particular behavior or conduct is harassment or abuse. Students having questions about whether they have observed or experienced harassment or abuse, whether they should submit a report, or about any part of the Personal Protection Policy, are encouraged to speak with a member of the Child Safety Team.

If a report of harassment or abuse is mistaken or inaccurate, but was made in good faith, the person making the report will not be subject to any form of disciplinary action for having made the report.

Accusations with intent to defame will result in disciplinary action appropriate to the situation.

Follow Up and Support

The school will provide appropriate follow-up and support for those involved and affected by misconduct, harassment and abuse according to the resources available to the school. Options include the provision of accountability, counseling, mentoring, spiritual resources, and member care.

The school may require professional counseling of people involved in serious violations of the Personal Protection Policy. Pastoral support may be offered to those involved in a case, including the persons who reported the incident(s) and community members who are directly affected by the situation.

School counselors will not meet with sexual offenders. Victims of sexual abuse may be referred to outside counselors.

STAFF SCREENING

The screening process for prospective staff will include the following:

- Written and complete application forms which include specific history of employment and volunteer work with children and questions related to child safety and protection,
- Checking of gaps in employment,
- Submission and checking of at least two references,
- Interviews following a standard interview format,
- Questions regarding the candidate's personal history related to abuse (an individual with a history of abuse will have more extensive investigation to ensure that they will not repeat the behavior and/or that adequate healing has occurred),
- Police background checks,
- Signed copy indicating that they have read and support PACA's Personal Protection Policy,
- Signed copy indicating that they are committed to following the PACA Staff Code of Conduct.

The school reserves the right to terminate the hiring process or withdraw a contract offer for any applicant found to be deceitful in the application process or in violation of appropriate standards of conduct.

The school does not employ anyone with a prior conviction for or history of perpetrating child sexual abuse or related offenses at any time during his or her adult life.

STAFF TRAINING

PACA staff will be trained annually in preventing, recognizing, reporting and confronting harassment and abuse. Staff will be responsible to have a working knowledge and understanding of the Child Safety and Personal Protection policy and procedures. All staff will carefully follow the school's outlined procedures when dealing with any suspected violation of the Personal Protection Policy.

STUDENT EDUCATION

All students applying to and attending the school will be directed to read the school's Child Safety and Personal Protection Handbook annually. All students will receive age-appropriate instruction concerning personal safety. The guidance department in cooperation with school administration will provide resources that educate students and parents in the prevention, recognition and reporting of harassment and abuse and enhance awareness of the school's

Personal Protection policies and procedures. Parents will be asked to sign documentation indicating that they have reviewed the personal safety training materials with their children.

ADHERENCE TO POLICY

PACA will strive to apply the policy and procedures listed herein as consistently and respectfully as possible. However, this policy is not intended to constitute an expressed or implied contract or other legally enforceable promise or right that binds or commits PACA to follow specific procedures in every circumstance.