

Safeguarding Matters: Module 1

Safeguarding: Getting Started

This is the first module of a five-part e-learning series on safeguarding. The series introduces key safeguarding concepts through the story of Family Health Frontiers (FHF) - a fictional national civil society organisation dealing with real safeguarding issues.

Your role is to engage with members of the FHF team as it works to ensure safeguarding against Sexual Exploitation, Abuse and Sexual Harassment (SEAH) is included as an essential part of a new programme.

Introduction

The Context

Workplace Behaviours

Summary

Introduction

Learning Outcomes

This module will help you:

- Define safeguarding terms.
- Understand safeguarding responsibilities within an organisation.
- Recognise the importance of workplace behaviours in safeguarding.

Study time: 30 minutes.

The module has 2 parts:

Part 1 – The Context

Introduction to Family Health Frontiers (FHF) and the team. They will help you to engage with important safeguarding concepts and definitions.

Part 2 – Workplace Behaviours

Exploring the team roles in FHF, their safeguarding responsibilities, and workplace behaviours.

The Context

Family Health Frontiers

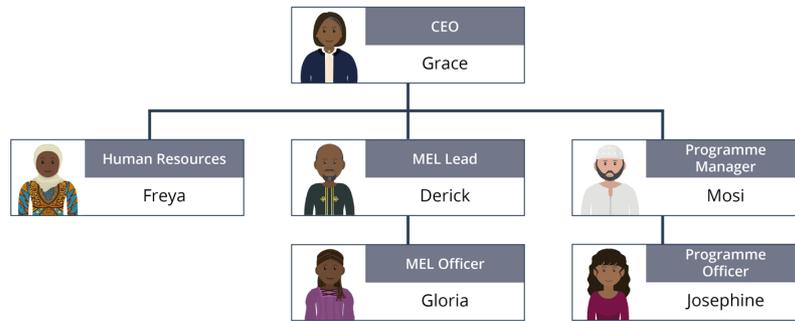
Family Health Frontiers (FHF) has invited you to accompany them on the early stages of their safeguarding journey. In the first part of the module, the FHF team will introduce you to important safeguarding concepts and definitions. You will become familiar with FHF internal organisational dynamics and external risks. There will also be opportunity to explore workplace behaviours and ways in which safeguarding addresses these.

Family Health Frontiers (FHF) is a medium sized Civil Society Organisation (CSO), which specialises in healthcare delivery .

FHF is located in a country with significant security concerns. The country has widespread poverty and poor access to education and primary healthcare services in many rural areas. There are weak legal frameworks to protect people from Sexual Exploitation, Abuse and Sexual Harassment (SEAH). The laws that are in place are not well enforced and can be easily exploited.



FHF has a national staff of 25. As you work through the module, you will get to know some of them well, especially those with safeguarding responsibilities.



“Hello, I’m Grace. I’ve been recently appointed Chief Executive Officer (CEO) for FHF. I have a good professional network and feel connected with the right people. I believe loyalty and hard work are important. I am a strong advocate for social justice. As Head of the organisation I have ultimate accountability for safeguarding.”



“Hello, I’m Freya. I am an Human Resource (HR) professional, and I’m passionate about the work FHF is doing in public health. I often feel overwhelmed with the amount of work I have to do. I think safeguarding is very important but I still have a lot to learn. I will become the safeguarding focal point for FHF.”



“Hello I’m Mosi. I’m an experienced project manager and I am the Head of the Programmes Team. I’m very strategic and know how to connect with the right people. I hope to lead an organisation like FHF in the near future. I have responsibility to ensure safe programme management.”



“Hello I’m Josephine. I am a Programme Officer. I take pride in my job, and people tell me I do it well. I’m interested in developing my career and enjoy new challenges. I have a responsibility to implement safeguarding measures in my programme portfolio.”



“Hello, I’m Derick. I am a MEL Specialist and lead Monitoring, Evaluation and Learning (MEL) within FHF. I’ve been working for FHF for many years, and I’m happy in my job. Strong working relationships are important to me. Junior staff look up to me. I have a responsibility to ensure that safeguarding is integrated into MEL activities.”



“Hello I’m Gloria. I’m a Monitoring, Evaluation and Learning (MEL) Officer. I have high expectations and I’m passionate about my work. I like to be in a supportive team. I have some, but not much previous experience. I know I have a lot to learn. I have a responsibility to support the integration of safeguarding into MEL activities and escalate associated risk.”

FHF safeguarding journey

Every organisation needs to go on its own safeguarding journey to make it safer for those with whom they work or are in contact. Understanding what safeguarding means is an important starting point for FHF, and all organisations. FHF also needs to assess its organisational safeguarding capacity, identify what is already in place and how to continue to strengthen the organisation. And it needs to understand how to respond if there is a problem.

Undertaking this journey will help FHF to have safeguarding at the centre of its operations. This will help maintain its good national reputation.



You can look at the full [Resource and Safeguarding Hub Safeguarding Journey](#)

Introducing Safeguarding Definitions

Understanding exactly what safeguarding means is an important first step on FHF's safeguarding journey. It is important to understand key definitions. .

What do we mean by safeguarding?

For FHF, safeguarding is made up of three connected issues:

- Safeguarding means taking all reasonable steps to prevent Sexual Exploitation, Abuse and Sexual Harassment (SEAH) and other forms of harm from occurring; to protect people, especially vulnerable adults and children, from that harm; and to respond appropriately when harm does occur. It addresses harm that may be caused by a staff member (or associate) or the organisation's operations or programmes.
- SEAH is a priority for organisations to prevent and respond to.
- Other forms of harm referred to in this module are bullying, harassment and discrimination, which are workplace issues. Sexual harassment of staff is a workplace issue.

Definitions of harm and abuse

Sexual Exploitation:

A type of sexual abuse where the perpetrator misuses power or trust for sexual purposes and personal benefit. Often sexual exploitation is covered by law.

Sexual Abuse:

Unwanted sexual activity by perpetrators who use force, make threats or take advantage of a victim who is not able to give consent. Often sexual abuse is covered by law.

Sexual harassment:

A range of unacceptable and unwelcome sexual behaviours that make a person feel humiliated or ashamed. Often sexual harassment is covered by law.

Bullying:

Rude, abusive, or threatening behaviour or misuse of power that intends to make a person feel humiliated or ashamed.

Harassment:

A type of bullying related to a person's identity, or who they are such as it relates to their age, gender, race, ethnicity, disability, religion, sexual identity etc. Often harassment is covered by law.

Discrimination:

Treating a person unfairly because their identity or who they are as it relates to their age, gender, race, ethnicity, disability, religion, sexual identity etc.



Click [What is safeguarding?](#) for more comprehensive safeguarding definitions.

Summary

Safeguarding refers to the measures organisations take to keep people safe from Sexual Exploitation, Abuse and Sexual Harassment and other forms of harm. It addresses harm that may be caused by a staff member (or associate) or the organisation's operations or programmes.

We want you to keep beneficiaries as well as communities and staff top of mind as you work through the issues with FHF.

Workplace Behaviours

FHF has been established for a number of years and has a good reputation for collaboration with peer organisations.

It receives funding from a number of sources and is highly regarded by the national government. It has a Board and a senior management team that has demonstrated operational and financial stability.



Unfortunately, not enough attention has been given to the engagement of beneficiaries in FHF governance and this has not been picked up through the programming monitoring and evaluation processes.

The way FHF is governed is critical to its success and this must include safeguarding. Good safeguarding governance means FHF should always be accountable to the beneficiaries and communities that it serves.

Reflect: **Why could this be an issue for FHF safeguarding?**

Type your answer in the box below.

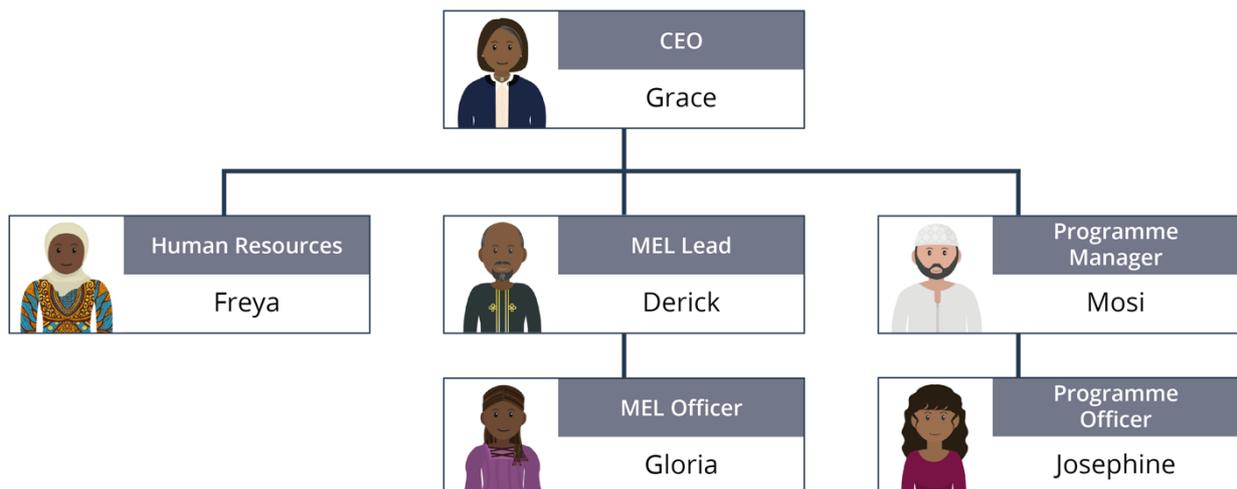
Top Tip:

It is good organisational practice in safeguarding to consult and engage with beneficiaries in key areas including safeguarding policy reviews, project planning and developing reporting mechanisms. There are specific safeguarding requirements when engaging with children.

Monitoring, Evaluation and Learning has a critical role at all stages of safeguarding implementation. In addition to assessing where safeguarding measures have been implemented according to plan, it also has a specific responsibility in helping organisations to learn from what has been done, and in ensuring the safe collection of data.

Who is responsible for safeguarding in FHF?

FHF staff members work in a number of teams. An important question to consider is whether safeguarding is reflected and/or integrated within these different teams to provide a "whole organisation" approach. This means embedding safeguarding into the whole organisation.



1.1 Activity

Here is a list of FHF teams. In order to embrace a whole organisation approach, all teams have safeguarding responsibilities. But which teams do you think have a critical responsibility?

Please select all FHF teams you think have **critical** responsibility for safeguarding by clicking the tick boxes.

Fundraising

Finance

CEO and Board

Human Resources

Monitoring, Evaluation
and Learning

Programmes

Administration

Communication

To view the answers, [click here](#)

Safeguarding

is everyone's responsibility but some teams are more critical to success.



Since the retirement of the former Chief Executive Officer, FHF has recruited a new CEO called Grace, who joined the organisation a month ago.

“Here I am in my new role and I have all these responsibilities. It feels like everything rests on me so I need to get it right. These days so much can go wrong especially with safeguarding.”



Remember:

Heads of organisations like Grace hold ultimate accountability for organisational safeguarding as defined in the Safeguarding Policy. Heads of organisations are also responsible for ensuring strong, visible leadership in safeguarding, which will in turn help to develop a strong safeguarding culture that encourages good practice.

Heads of organisations and boards must work together to provide good organisational governance for safeguarding.



For more information, see the [Safeguarding and Governance resource](#)

Grace understands that safeguarding is a significant organisational responsibility. One of the first things that Grace did after joining FHF was to appoint Freya, the HR & Administration officer as the organisation's Safeguarding Focal Point. Grace explains that Freya will be responsible for the implementation of the safeguarding policy and will give advice and guidance to staff on safeguarding matters.

“That’s a surprise that I need to advise on safeguarding issues. I hope that I will be able to be a good Safeguarding Focal Point, but I’m not 100% sure that I understand what is involved. I think it will be interesting though. I really hope that my line manager gives me time and support to do this.”



Freya will need training and support as she takes on this new safeguarding role.



Link to [Terms of Reference for Safeguarding Focal Point](#).

The FHF team is glad to have a new CEO. It is a reasonably strong team, although there was a period of dissatisfaction last year. This resulted in a number of grievances related to workplace issues.

Derick and Gloria from the Monitoring, Evaluation and Learning team remember the team's problems with bullying from last year and are not as optimistic as the others.



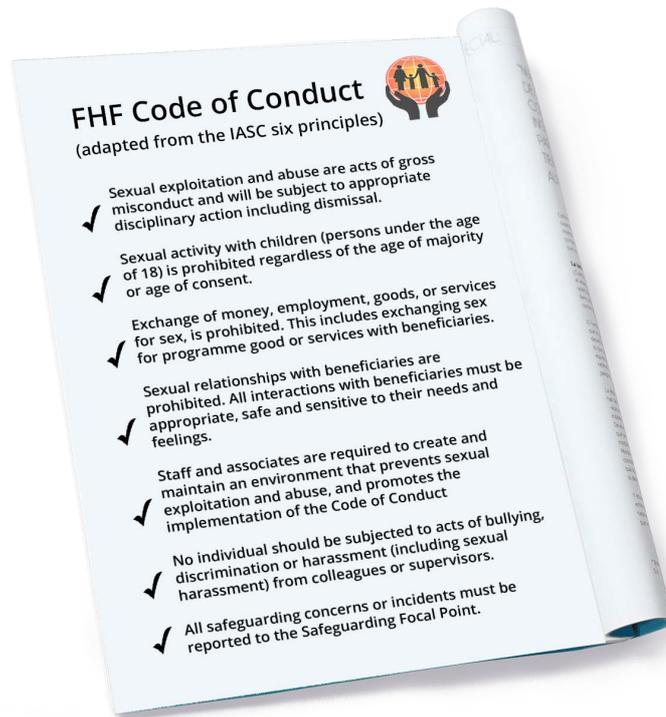
"I know Grace has a good reputation, but she has a big job to do if our last HR review is anything to go by!"

"She sure does!"



For more information, see the [factsheet on Bullying and Harassment](#).

Introducing Workplace Behaviours



Activity 1.2 Staff Behaviours & Workplace Issues

Use the drop-down menus to pick the correct word to fill the gaps in the sentences.

1. Never act in ways to shame, humiliate, belittle, or _____ against others.
2. Never make unwanted _____ advances.
3. Never allow _____ or expressions of concern to not be acted upon.
4. Never act in a manner that is sexually provocative or use language that is _____ or abusive.
5. Never use sexually _____ gestures or make comments on a worker's appearance, age etc.
6. Never abuse your position by _____ the trust of a more junior colleague in the workplace.

To view the answers, [click here](#)

Do you remember what context FHF works in?

If you do not remember or would like a refresher, here is the introduction to FHF featured at the beginning of the module.

The Context

Family Health Frontiers (FHF) is a medium sized Civil Society Organisation (CSO), which specialises in healthcare delivery.

FHF is located in a country with significant security concerns. The country has widespread poverty and poor access to education and primary healthcare services in many rural areas. There are weak legal frameworks to protect people from Sexual Exploitation, Abuse and Sexual Harassment (SEAH). The laws that are in place are not well enforced and can be easily exploited.

The Team

FHF has 25 national staff. The organisation chart shows a selection of the team, especially those with safeguarding responsibilities. **Click here** to view it again.

Introducing External Risk

It is important for FHF and all organisations to understand their external environment when considering how to prevent Sexual Exploitation, Abuse and Sexual Harassment (SEAH) and other forms of harm, and allow the organisation to operate safely.

FHF works in a country that presents high risks for SEAH and other forms of harm. High-risk countries tend to be characterised by widespread poverty, a lack of education and weak legal and protection frameworks.

Understanding the risks and assessing the country's economic, legal, social, cultural and security context helps FHF and all organisations identify threats, risks and emerging issues. By analysing the context, FHF is able to identify issues that make people less safe, offenders more daring and enable SEAH and other forms of harm.

1.3 External Risk Profiling

Think about the geographic location of FHF and use the boxes to select from the list the potential risks to safeguarding that FHF should consider.

Age of sexual consent

Culturally harmful practices

Attitudes towards violence against children and women

Humanitarian context

Gender discrimination

High levels of poverty

Weak national legal and policy framework

High number of children in need of special protection

Weak social protection systems

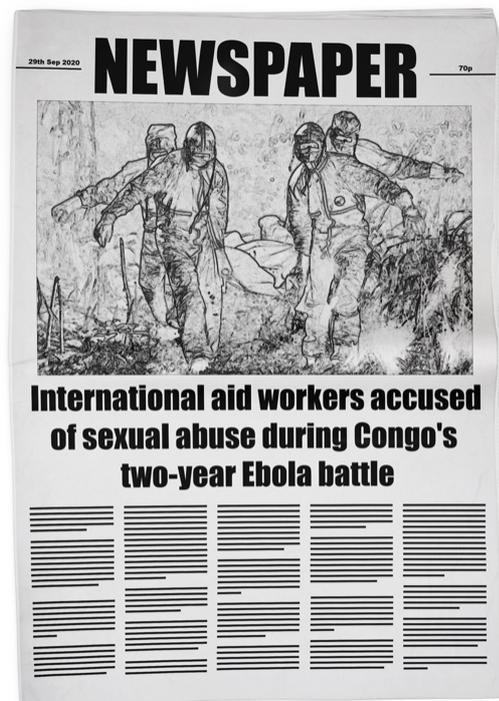
Poor local governance and weak law enforcement

Trafficking and/or sex tourism source or destination country

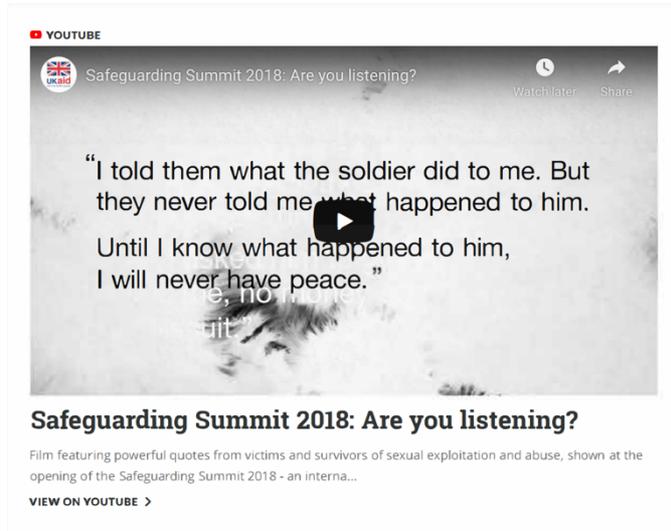
To view the answers, [click here](#)

We have already seen that the external context can increase safeguarding risks. Across the world, aid workers respond to crises which may increase safeguarding risks.

For FHF, understanding external risks is particularly important as the country in which they operate has been the location of a recent safeguarding scandal that received global media attention.



DFID 2018 Short Video (3 minutes)



To reinforce the importance of completing an external risk assessment for safe programming, we want to highlight circumstances where organisations have experienced major safeguarding scandals and beneficiaries have experienced significant abuse. You will hear the voices of survivors in the video.

Click the image to open YouTube

1.4 Safeguarding Facts

Well done - you have almost completed this module.

Now get some final facts to improve your understanding of the nature and prevalence of Sexual Exploitation, Abuse and Sexual Harassment in the international aid sector.

Select True or False for each statement using the dropdown options then check your answers.

- There is chronic underreporting of SEAH across the international aid sector.
- 1 in 4 women aid workers reported being sexually assaulted while on mission.
- 1/3 of UN staff and contractors have experienced harassment in the past 2 years.
- SEAH by aid workers is a relatively new problem in the aid sector.
- 40% of women and girls receiving aid disclosed sexual exploitation and abuse.

To view the answers, **click here**

Summary

What have you learned?

- To **define safeguarding terms** - You can now define safeguarding and associated terms: SEAH, sexual abuse, sexual exploitation, sexual harassment, bullying, harassment and discrimination.
- That everyone is responsible for safeguarding in an organisation.
- The importance of workplace behaviours for creating a safe work culture.



Congratulations, you have come to the end of Module 1.

We look forward to seeing you in Module 2 where you

will be introduced to:

- Safeguarding standards;
- The due diligence process; and
- The safeguarding policy framework.

You will also continue the safeguarding journey with the FHF team.

You can access the RSH newsletter, safeguarding resources, webinars, podcasts, and much more at the [Resource and Support Hub](#).

Next, complete your Module 1 assessment to gain your personal RSH certificate of achievement.



Answer Sheet

Activity 1.1

- ✓ Fundraising
- ✓ CEO and Board
- ✓ Monitoring, Evaluation and Learning
- ✓ Human Resources
- ✓ Programmes
- ✓ Communication

[Click here](#) to return to Activity 1.1

Activity 1.2

1. Never act in ways to shame, humiliate, belittle, or **discriminate** against others.
2. Never make unwanted **sexual** advances.
3. Never allow **allegations** or expressions of concern to not be acted upon.
4. Never act in a manner that is sexually provocative or use language that is **offensive** or abusive.
5. Never use sexually **suggestive** gestures or make comments on a worker's appearance, age etc.
6. Never abuse your position by **exploiting** the trust of a more junior colleague in the workplace.

[Click here](#) to return to Activity 1.2

Activity 1.3

External Risk Profiling Answer Sheet

FHF should consider all the External Risk Factors listed.

Age of sexual consent

Countries with a lower age of sexual consent make sex with children legal, which can place them at risk of sexual abuse or exploitation. Indicators of potential abuse may be less likely to be noticed by staff, as they are considered “normal.”

Culturally harmful practices

In some places, abuse or exploitation of certain groups of children or adults may be seen as a norm locally, such as child marriage, gender-based violence or corporal punishment. Staff may also believe these norms are acceptable and act on them. They may have prejudices against certain children (for example, children with disabilities) or may have a mistaken belief that children can consent to taking part in sex work.

Attitudes towards violence against children and women

Where domestic and sexual violence against children and women is tolerated, staff may not know what abuse towards women and children is, or they may not recognise the signs of abuse.

Humanitarian context

During emergencies, the basic needs of families and communities may not be met. They may be vulnerable to sexual exploitation and exchanging sexual acts for food, shelter or security. Families and communities may not be able to help each other, and support services may be absent or not functioning well. During rapid onset

emergencies which require a quick response, organisations may take short cuts, e.g. not conducting background checks of staff, or not doing adequate risk assessments. Taking these short cuts may undermine the safety of the programme.

Gender discrimination

Where women and girls have less power they are more vulnerable to sexual exploitation, abuse and sexual harassment. They may feel unable to speak out as they will not be believed or may be further stigmatised.

High levels of poverty

Being in poverty can make people vulnerable to sexual exploitation and exchanging sexual acts for basic needs from the community and staff. Children may have to work, and organisations or their suppliers may use child labour.

High number of children in need of special protection

For children (and adults) living with disabilities, those living with HIV/AIDS, orphans, refugees or those living on the streets, etc. the risk of abuse is heightened due in part to stigma, isolation, discrimination and a lack of support. Staff may share these prejudices and fail to act when they witness abuse.

Weak social protection systems

Where there are weak social protection systems it is less likely that local authorities can be relied upon to respond to abuses.

Poor local governance and weak law enforcement

Where there is poor local governance and weak law enforcement, policing or judiciary abuses are less likely to be reported and responded to.

Trafficking and/or sex tourism source or destination country

Staff might use their access to vulnerable children and adults to locate and traffic at-risk children and adults.

Weak national legal and policy framework

Abuses are less likely to be reported and responded to.

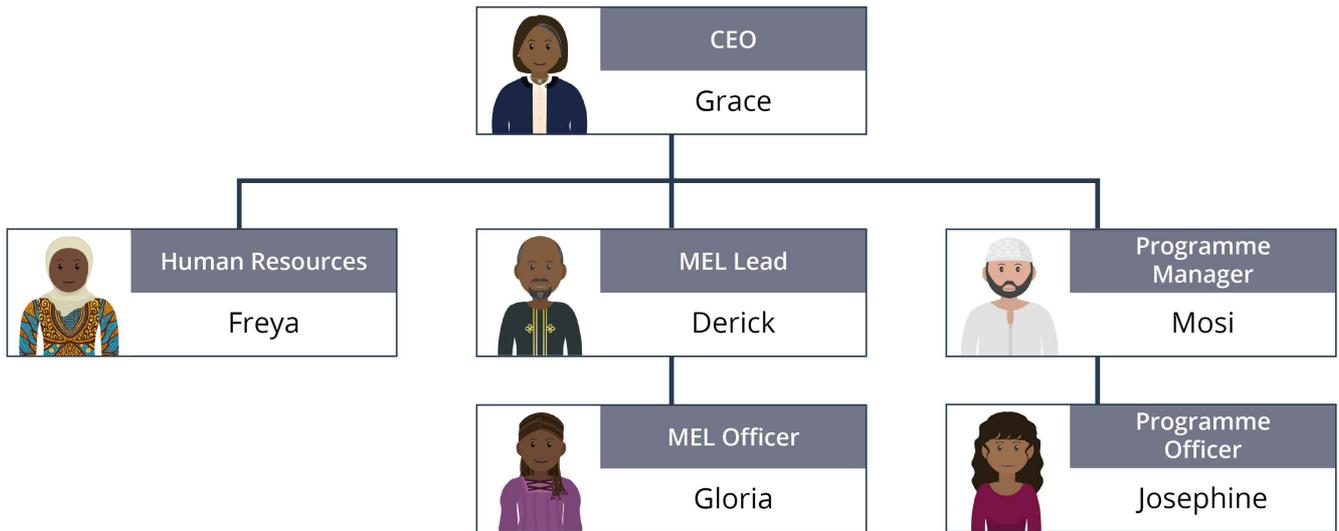
Conducting an environmental risk assessment can be helpful to ensure all types of risk are properly addressed. This will ensure that safeguarding measures address gaps that might otherwise be unintentionally overlooked or be actively exploited by those intending to harm others.

[Click here](#) to return to Activity 1.2

Activity 1.4

Sexual Exploitation, Abuse and Sexual Harassment (SEAH) by aid workers is a relatively new problem in the aid sector.	False	IDC Report (2018) Sexual exploitation and abuse in the Aid Sector.
There is chronic underreporting of SEAH across the international aid sector.	True	Findings from the DFID listening exercise (2018) SEAH In the International Aid Sector: victim and survivor voices.
1 in 4 women aid workers reported being sexually assaulted while on mission.	True	Based on data provided in - Stop the Sexual Assault Against Humanitarian & Development Aid Workers 2017 Report (Tufts University)
During the Syria crisis, 40% of women and girls receiving humanitarian aid disclosed SEA.	True	Based on data from an IRC report: Whole of Syria GBV Area of Responsibility (2017)
One third of UN staff and contractors reported experiencing sexual harassment between 2017-2019.	True	UN Survey on Sexual Harassment in our Workplace, report published 2019

[Click here](#) to return to Activity 1.4



[Click here](#) to return to the page