

Welcome to the RSH Webinar

Leadership failings on SEAH
1 September 2021

Starting soon

Panellists:

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This webinar will cover:

1. Good organizational safeguarding culture and leadership
2. What happens when things go wrong with leadership!



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About RSH (Safeguarding Resource & Support Hub)

- RSH aims to support organizations in the aid sector to strengthen their safeguarding policy and practice against SEAH.
- Visit <https://safeguardingsupporthub.org/> for global tools, resources, evidence, news and events and navigate to the South Sudan Hub Page here:
<https://southsudan.safeguardingsupporthub.org/>
- Smaller local organizations in developing countries are the Hub's focus. The hub is global but with more in depth activities in certain countries, currently South Sudan, Ethiopia and Nigeria.
- As we identify major gaps, we will look for ways to fill them, in collaboration with other partners and networks. Approaches can be through development of resources, mentorship, online training, webinars and podcasts.



Safeguarding building blocks

Organizational culture

Embrace diversity,
challenge inequality

Zero tolerance for
unacceptable
behaviour

Systems and processes

Robust recruitment,
training and
development

Safe programming

Positive safe public
profile

Safe reporting and
response mechanisms

Aware and confident

Speaking Up

Promoting safe practices

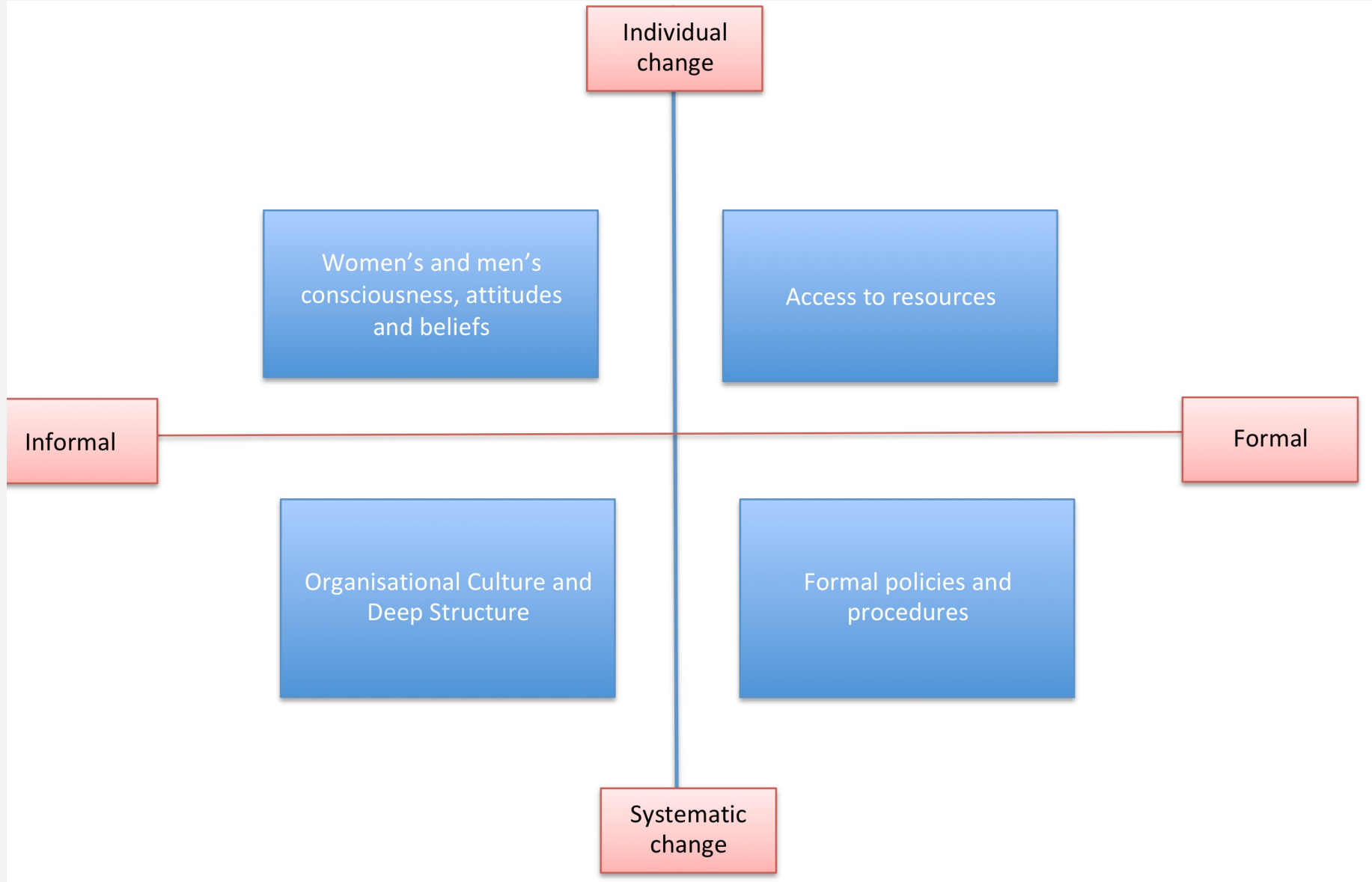
Challenging poor
behaviour



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Organizational culture



A safeguarding culture

A safeguarding culture can be realized through;

1. Leaders role modelling behaviours
2. Understanding and addressing context-based risks;
3. Encouraging and handling well complaints and reports
4. Supporting survivors
5. Being transparent and accountable



Leaders role modelling behaviours



- Leaders ensure that the organization's mission, vision and values are appropriate and prioritize safeguarding
- Recruit an appropriate executive structure, including the appointment of designated Safeguarding leads and ensuring that organizational culture is included in their objectives and performance review.
- Role model behaviours which contribute to a safeguarding culture



Understanding and addressing context-based risks

- Leaders need to understand the level of risks their organizations present and be committed to addressing these.
- Self assessment of own safeguarding risk profile in the contexts in which organizations work and how individuals may be at risk.
- Regular review of the effectiveness of organization's system and processes for control of risks.
- Appropriate training of relevant staff to carry out safeguarding risk assessments and manage such risks.
- An approved risk management framework (or policy).
- Review and agree on the risks identified, their prioritization and management



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Encouraging and handling well complaints and reports

- Leaders regard complaints and reports as a window into the practice of the organization.
- Leaders ensure the organization has policies and procedures in place and any concerns raised are investigated thoroughly, robustly, fairly and sensitively.
- Leaders ensure processes are fair, that they result in appropriate outcomes
- Leaders resource training opportunities for the Board, executive, staff and volunteers on policies and procedures



Supporting survivors

- Leaders put survivors at the center of response – not the reputation of the organization
- Leaders ensure that relevant resources are in place to support complainants/survivors.
- Leaders ensure feedback is sought from survivors where appropriate to improve on organizational safeguarding practices



Being transparent and accountable

- Complaint/concern handling mechanisms in place to enable individuals to speak up on a confidential, and (where necessary) anonymized basis.
- How trustees ensure the effectiveness of those policies and procedures.
- How complaints and concerns are handled, investigated and reported to the board and to the relevant authorities, where appropriate.
- Lessons learned and any actions being implemented as a result.
- A summary of the safeguarding cases handled in the year.



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Role of leaders

Create and maintain an organizational culture for safeguarding

Champion safeguarding, communicate strong messages, be a role model

Work with, or support, safeguarding focal points to coordinate implementation of measures

Strategy, plan and budget for safeguarding

Be accountable for risk management for safeguarding and keep oversight on key organizational risks

Regularly discuss safeguarding at key meetings and within sphere of influence/activities

Monitor progress on safeguarding

Implement management recommendations and learning from incidents



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When things go wrong...

Experience in the sector is that sometimes it is the leader that is the perpetrator of SEAH. Or the leaders of the organization are reluctant to deal with reports or concerns effectively. And at times it has rested with whistleblowers who expose these actions – or inactions – which then results in change.



Leaders who perpetrate SEAH or do not manage complaints and reports appropriately

- Organizations should have focal points within the organization through which SEAH cases can be reported.
- The Board must appoint one of their members as the Board focal point who should be accessible to all staff so staff can raise concerns with him/her directly.
- The Board focal point and the organization focal point should be able to work together on safeguarding issues so the organizational focal point can raise any concerns directly with the Board
- Staff can whistle blow externally, either to the NGO Forum, the PSEA network or the South Sudan Relief and Rehabilitation Commission.



Key things to remember along the Safeguarding Journey

- Safeguarding is about keeping people safe from and addressing harm that has been caused by the organisation and particularly staff and/or associates misusing their power.
- Sexual exploitation, abuse and harassment can happen in any organization, anywhere.
- Organizations need to understand where power lies in their organization and leaders need to create a culture of respect and accountability.
- Organizations need to regularly assess themselves against safeguarding standards, assess safeguarding risks, and create and monitor organization-wide safeguarding plans.
- To address safeguarding incidents, organizations need accessible systems that all staff, associates and people in communities can access. Organizations need clear case management procedures and investigations.



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Global

<https://safeguardingsupporthub.org/>

South Sudan Hub

<https://southsudan.safeguardingsupporthub.org/>

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Questions and Answers



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