Importance of good governance and oversight in safeguarding

Webinar 3

Leadership in Safeguarding in the International Aid Sector

14 June 2022

Please be aware this webinar is being recorded.

The Open University

UKaid
from the British people

Introduction

Janet Webb

Academic Lead for MOOC-3, Open University

Moderator

Aneeta Williams

International Safeguarding Consultant and Lead Author

Panel discussants

Prof. Suzanne Shale	Dr. Judith Turbyne	Tina Fahm
Author and Independent Ethics Consultant	*Chief Executive Children in Scotland*	*CEO International Consulting Firm*

Keynote Speaker

Prof. Suzanne Shale

*Author of **The Shale Report** and
Independent Ethics Consultant*

# Save the Children UK Culture Review Key takeaways for Boards (1)

- Think about organizational cultures, plural. There may be a cultural cloth, but it is woven of many cultural threads.

- What does your Board know about the different threads (professions, departments, deployments etc.) and where there is risk of the cloth tearing?

Save the Children UK Culture Review Key takeaways for Boards (2)
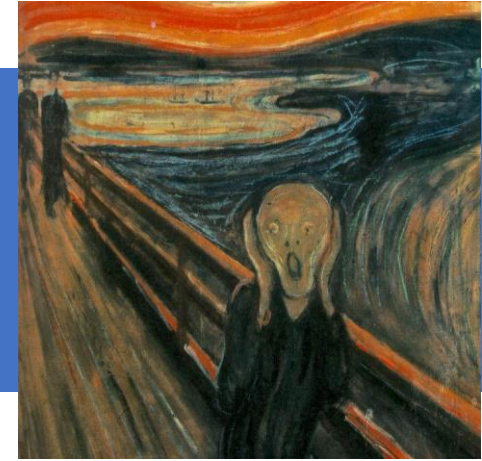
- Be aware of how your Board responds to unwelcome information and how this affects those who may have to communicate it
  - Is unwelcome information discounted (leaders adjust their thresholds of acceptability in light of difficult or exceptional circumstances)?
  - Is unwelcome information normalized into disbelief (this seems so unlikely it can't be true)?
  - Does unwelcome information immobilize Board leaders (the too difficult box) particularly if it threatens relationships or reputation?
  - Is unwelcome information welcomed?
- How do you enable all the leadership forums in your organisation to respond effectively to unwelcome information brought to them?

Save the Children UK Culture Review
Key takeaways for Boards (3)

- Understand what makes raising concerns difficult, and institute systems that take this into account. Raising concerns requires your beneficiaries and staff to be able to:
  - Notice something is unacceptable (naming, blaming, claiming)
  - Decide to act because they should (bystander effect)
  - Anticipate a positive organizational response
  - Know they have a reasonable chance of a good outcome
  - Weigh up the pros and cons of taking action, including possible retaliation, stigma, loss of face etc.
- How far do your systems promote calling attention to concerns, and mitigate any negative effects?

Panel discussant

Dr. Judith Turbyne

Chief Executive

Children in Scotland

Our values

Our values set out Children in Scotland's beliefs and qualities. They have been shaped by our staff, board, children and young people in our advisory group Changing our World, and our members.

We use them to guide how we work and as a way of keeping us accountable.

Strengthening equality, diversity and inclusion is an overarching commitment that informs all our values.

Brave

We are champions of children's rights. We take a lead in empowering children and young people and improving lives. We do this with creativity and determination.

Kind

We care about people and the environment, and the impact our work has on both. Empathy and trust are key in our approach and how we connect with others.

Collaborative

We believe in inclusion and we work in partnership. The participation of children, young people and their families, our staff, members, the workforce and our wider network inspires us and is central to achieving our vision.

Open and fair

We are committed to accessibility and honesty. We share our learning, evidence and new ideas. Integrity, balance and respect underpin everything we do.

Panel discussant

Tina Fahm

CEO
International Consulting Firm

Fahm&Co.

Is a diverse, purpose driven Board necessary for safeguarding?

Presentation by Tina Fahm

14 June 2022

Fahm&Co.

# Overview of the presentation

- What is a purpose driven Board?

- Is a purpose driven Board necessary for safeguarding?

- Where does EDI fit in?

- Over to you…

Purpose driven Board leadership

Purpose driven Board leadership operates in service to the organisation's purpose.

The Board is primarily responsible for stewarding organisational capacities and maximising positive impact in service to that core purpose or cause.

The Four Principles of Purpose-driven Board Leadership

Vision

PURPOSE

Values

Mission

Fahm & Co.
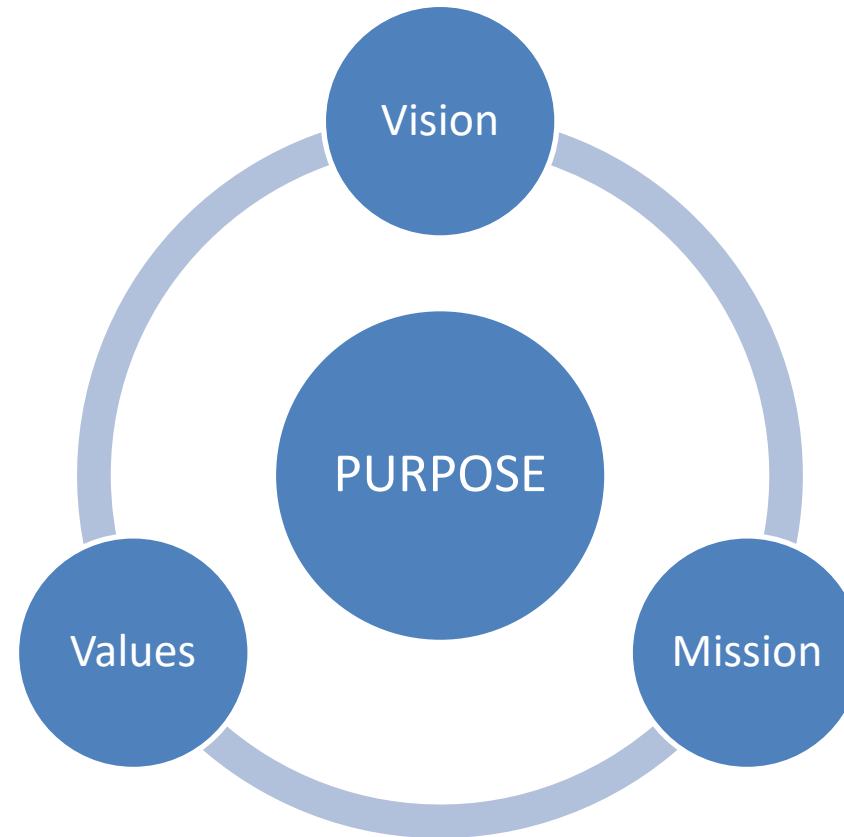
Purpose driven Board leadership

Core Components of Purpose Driven Board Leadership			
Purpose before organisation	Respect for ecosystem	Equity mindset	Authorised voice and power

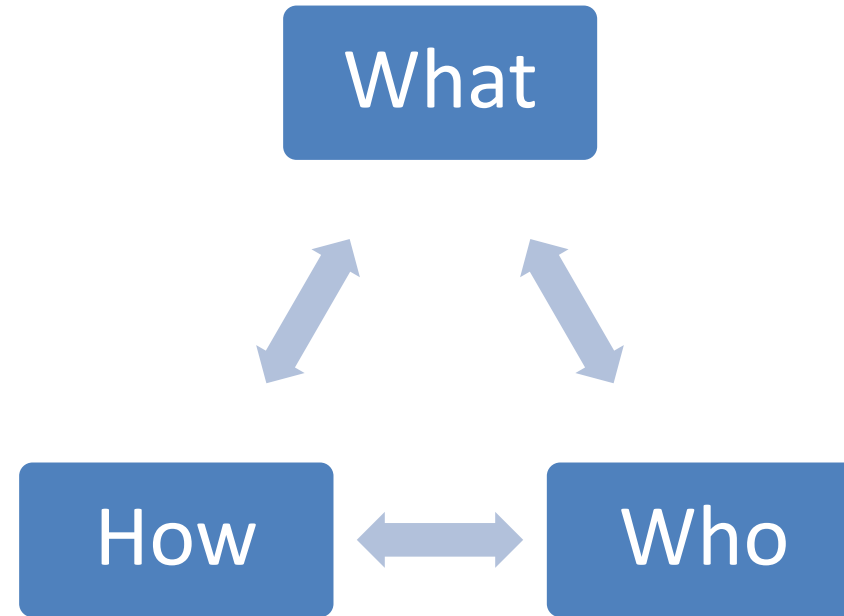The Four Principles of Purpose-driven Board Leadership

Fahm & Co.

Purpose driven Board leadership

WHAT the Board understand its role to be.

WHO Board members are and the perspective and expertise they bring.

HOW the Board prioritises and decides for the organisation.

The Four Principles of Purpose-driven Board Leadership

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        What
       ↗    ↖
      ↙      ↘
   How  ⟷  Who
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Board leadership is not diverse

- 78% of Board members are white.

- 75% household income >£100k.

- 71% recruited informally.

- 19% of Boards are all white.

The Four Principles of Purpose-driven Board Leadership
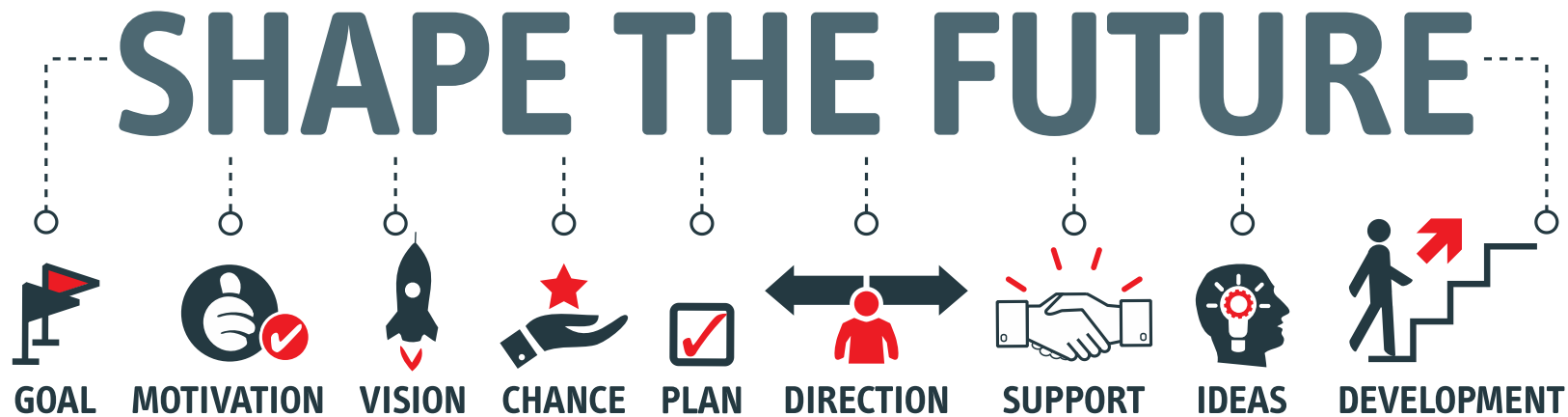
Purpose driven Board leadership

Safeguarding risks: Learning lessons

Understanding and recognising safeguarding risks?

Humility to learn lessons on from other contexts?

Purpose driven Board leadership

Time for change

"We must stop this patronising attitude of aid giants imposing aid programmes on beneficiaries and local groups without including them in the design. It only builds distrust and gives an 'us and them' picture to the people that the aid sector is meant to support, and also the abusers looking to exploit."

Sara Champion Chair International Development Committee, 2021

THANK YOU

Fahm&Co.