



Save the Children

**GROWING CAPABILITY,
ALIGNMENT AND PASSION
IN CHILD SAFEGUARDING**



CHILD SAFEGUARDING MEMBERS MEETING

11-13 April TORONTO 2016

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Overview

Whilst the key messages of this successful and highly significant network meeting were circulated some time ago, this document aims to provide a more detailed aide memoire for those tasked with moving the Child Safeguarding agenda forward within their own organisation.

We are all indebted to Save the Children Canada, and those others who organised the event for creating an environment which enabled us to deal with some of the major themes in Safeguarding, as well as providing learning at a more granular, practical level. In this, we benefitted from input from across the Save the Children family as well as leaders in the field from the host country.

One major theme was identified as the disconnect between the rhetoric around Child Safeguarding within the organisation, which is one of commitment and engagement, and the reality, which is illustrated by a lack of funding, resources and, in some cases, action.

Another major theme which emerged was the desire to accelerate the journey from 'compliance to culture' – moving from a focus on policies, to an approach which integrates Child Safeguarding into everything we do.

I'm aware that there has already been much progress in several areas, and I hope that those of you working in this field will find this more detailed record of our time together to be of assistance.

Many thanks



Richard Powell
Director, Global Child Safeguarding



SCI Global Child Safeguarding Director, Richard Powell introduces Save the Children Canada CEO Patricia Erb and Elder Pauline Shirt, who opened the meeting with a traditional welcome ceremony and prayer.

Overview

The Child Safeguarding Annual Member's Meeting was held in Toronto, Canada from April 11 – 13, 2016 alongside a meeting of the HPO Working Group for Child Safeguarding held on April 14. The meeting brought together the largest group of Save the Children Child Safeguarding professionals and advocates that have ever been assembled in one global meeting, including: 6 member Board Trustees; 22 member Child Safeguarding focal points (HR Leaders, Child Safeguarding specialists, and legal counsel); 5 SCI Global Safeguarding Directors; 4 Regional HR Directors; SCI Global HR Director and SCI CSG Director

The purpose of the members' meeting was to:

Provide a platform to share key developments within Save the Children, relating to Child Safeguarding strategy and plans.

Provide an open forum to share and debate successes and challenges in operationalizing the Child Safeguarding Policy and Protocol.

Share the outcomes of the members' annual Child Safeguarding audits and develop plans to improve implementation of the Child Safeguarding policy.

Produce ideas for embedding the Child Safeguarding policy into the DNA of the organisation and turning those ideas into action.

Provide a forum to assess key critical issues and identify risks and opportunities that come with the implementation of the Child Safeguarding policy.

Key conclusions and actions from the meeting included:

Rhetoric surrounding resourcing does not currently match the commitment towards Child Safeguarding and the need for addressing this.

We need to influence the Leadership Development Programme and the Senior Management Development Programme by developing a main scenario around Child Safeguarding as part of the capability building.

Child Safeguarding in the humanitarian context is not yet mainstream and it should be so we need to be addressing the gaps that currently exist.

Perform an external audit of the SCI country and regional offices be done in 2016/2017

Buddy low and high performing members with one another to lend support in improvement

Establish a network of the members in the European countries

Establish a network of the Child Safeguarding trustees from among the member organisations.

Form a working group to develop plans for an annual communication activity around Child Safeguarding

Develop a Child Safeguarding training manual for members

Overview

Executive Summary

With months of planning, meeting, changing and collaboration complete, the three days that were the 2016 Annual Member's meeting for Child Safeguarding met all of our expectations and more. Not only did the meeting bring together the largest group of Save the Children Child Safeguarding professionals and advocates that have ever been assembled in one global meeting, it had the support and momentum behind it from the SCI/SCA board. 19 Save the Child members were represented as well as 5 regions. The energy was high and the commitment was palpable.

Pauline Shirt an Elder of Plains Cree, Red-Tail Hawk Clan, opened the meeting with a traditional welcome ceremony and prayer which truly set the tone for the meeting participants to be grounded, mindful and present. The following opening session by Terry Swan, Director of National Indigenous Programs, was deeply impactful for all and was for many the defining moment of the three days. During her session, Terry ran an activity which offered new understanding about the ways colonisation has hugely impacted the Indigenous Peoples of Canada.

The reflections from the opening sessions brought a level of thought for not only the history and present reality of the Indigenous People of Canada, but also for refugees and migrating people across the globe who are leaving behind their own systems, communities and support structures. How we engage with and truly partner with communities must include an understanding of traditional systems and be a participatory process to create the most relevant and impactful Child

Safeguarding practices.



The nine concurrent discussion sessions included topics which had been suggested by those attending the meetings, allowing participants to engage in discussions that had particular resonance for them. The range of issues, from those of compliance, to how to better engage donors around funding, showed the broad scope of our work that is all committed to raising the bar in safeguarding practice globally. Serious discussions regarding implications of Child Safeguarding non-compliance took place and system strengthening approaches - especially as they pertain to the implementation of Child Safeguarding policies and the MEAL processes around Child Safeguarding - were actively discussed and are listed as an action point.

Two excellent external speakers shared their insights, experiences, and tools to address very different topics: Noni Classen, Education Director of the Canadian Centre for Child Protection talked about emerging technologies and the risks to children. This is an area that we need to start addressing in our trainings, our discussions and our practices. Steve Kent, Past Chair of the Board of Governors of Scouts Canada walked us through the experience of Scouts Canada 'moving from crisis to leadership in youth safety' and discussed the lessons learned.

The three days had people leaving feeling engaged and supported, and allowed participants to see themselves as part of a movement committed to continuous raising of the bar and improvement in

Safeguarding to make Save the Children Safe for Children. While we did not have all the answers, we have confirmed that we have the drive, the commitment and the tenacity to ask the questions and then

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together find the way forward.

Child Safeguarding 2016-2018 Strategic Plan

The following points outline our six goals and the specific steps we will be taking over the next three years to achieve the following by 2018:

1) Clear accountability and governance

- Agree clear and consistent KPIs across Save the Children's members and SCI
- Develop a governance framework and mechanisms for internal reporting and monitoring from SCA board to local leadership teams
- Agree an internal auditing process across Save the Children's members and SCI, eliciting the same rigour, results and recommendations to that of an external audit
- Conduct regular internal audits periodically to validate and add to internal audit data

2) Consistent Child Safeguarding operating model

- Agree operating model recommendations for members and SCI based on size and complexity of each office
- Agree our approach to working with partners and other organisations

3) Safe program design and implementation

- Create a roadmap of Child Safeguarding input points or 'gates' across all operational processes
- Establish recommended 'go/no-go' decision points in processes, with required standards, sign off, and clear implications of failure to adhere
- Ensure integration of Child Safeguarding representatives on all relevant working groups

and meetings alongside guidance on when and where Child Safeguarding expertise should be sought

- Design and deploy safe programming training and approaches across the organisation

4) Embed ongoing capability building

- Agree consistent quality training programs and approaches and Child Safeguarding learning mandate across the organisation, ensuring this is specific and relevant to all audience types
- Put in place best practice sharing mechanisms across members and SCI
- Embed Child Safeguarding thinking into all leadership and leaders

5) Robust basics everywhere all the time

- Put in place systems and processes across all members and SCI to achieve a 'good' audit rating on the five key Child Safeguarding standards as per the agreed Save the Children protocol
- Agree a clear agreed roadmap to bring all other elements of Child Safeguarding basics up to 'good' across members and SCI against external audit standards
- Put in place a consistent organisation-wide approach to case reporting and management

6) Lead the industry in Child Safeguarding

Overview

- Put in place partnerships with key external organisations and agencies that enables learning and sharing of expertise
- Define our Save the Children 2030 strategy

Day One

Child Safeguarding in indigenous settings: Canadian Program

Terry Swan, Director, National Indigenous Programs, Save the Children Canada,

Terry Swan outlined the objectives of the presentation which were to:

Provide historical context and current realities for Indigenous children and their families in Canada

Present a critical analysis of Child Safeguarding policy implementation and strategies at a community level and to identify promising practices

Terry discussed the huge impact of colonisation on the Indigenous people of Canada and noted the following facts drawn from the Canadian Child Right's Situational Analysis (CRSA) conducted in 2015:

- Indigenous children represent 7% of all children in Canada. For almost every health, environmental, and socio-economic indicator, Indigenous children live in worse conditions and have poorer outcomes on average than their non-Indigenous counterparts in Canadian society
- Canada is ranked 8th overall in the Human Development Index in 2013. Yet, when we look at the picture of Indigenous peoples in Canada, we see a dramatic drop to 64th place
- Save the Children Canada's programs support indigenous organizations and communities in creating an environment that empowers the youth and fosters a sense of wellbeing, helping children to reclaim their identity

the different members of an indigenous community. As various factors impacted the communities – the arrival of Europeans bringing disease, being pushed out from traditional lands, being forced on to reserves – each group was asked about the impact on them, first the children, then the parents, followed by the grandparents.

It was a thought provoking experience demonstrating how, as each generation is negatively impacted and gradually taken away, the children are left alone and vulnerable. Highlighted were a number of realities that need to be considered when exploring appropriate entry points for Child Safeguarding in the indigenous programs. These included:

- Past history of domestic abuse
- Level of personal and community wellness
- Professional support services
- Community leadership
- Public policy
- Policing and the justice system
- Poverty and unemployment
- Community awareness and vigilance
- Geographic social isolation
- Spiritual and moral climate
- Lack of Human Rights for the indigenous
- Procedures for reporting Child Safeguarding Concerns that have cultural relevance

Terry then led an activity in which all participants came together to form circles, each representing

Day One

The afternoon was separated into three hour-long sessions, during each of which participants were able to choose between three concurrent topic discussions covering the following:

- Recruitment and Child Safeguarding
- How can we embed Child Safeguarding into the DNA of the organisation?
- Save the Children Child Safeguarding training manual

- Child safeguarding risk assessment through award management
- How can members and SCI work together in the humanitarian sector?
- Working with and through partners – their adherence to child safeguarding policy

- What can we do to get more cases reported? Case management
- Educating donors on Child Safeguarding – how can we get them to accept child safeguarding costs as part of funding?
- How to ensure that children are part of the Child Safeguarding mandate?

We then reconvened into plenary discussion to explore the themes that came out of the separate topics.

Recruitment and Child Safeguarding

Session Leader: Steve Reeves, Child Safeguarding Director, Save the Children UK

The group discussed the importance of ensuring Child Safeguarding is part of the recruitment process. This might involve including it in TORs, job descriptions and announcements, ensuring there are targeted questions being asked in the interview process and rigorous criminal and reference checking. Particular challenges include the scale of the job at hand, the current absence of guidelines and the weaknesses in recruiting for humanitarian responses.

Actions

References

- Reference checks mandatory at all levels for all employees, volunteers and partners, its challenging but not optional
- Have some proven background check around Save the Children Network
- Reference checks should be scaled up around surge recruitments where large numbers of people are being recruited in short periods.
- Re-check people every 3 years
- Ensure that international staff references are verbal as well as written
- References within 2-3 days
- Background checks, police records, within 2 weeks

Resources

- Look into how to cover the costs of building a system for safer recruitment
- Organization to invest additional money
- Look at similar organizations and partner with other organizations to allow spread of resources

Structure

- Centralize to ensure value for all
- Standardization and shared systems across the movement
- Smaller members to learn from each other regarding budget constraints

Day One

How can we embed Child Safeguarding into the DNA of the organization?

Session Leader: Michael O'Neil, Senior Adviser, Save the Children US

The group discussed how Child Safeguarding is not at all embedded in our current DNA, and that good intentions are not enough. Child Safeguarding is not a violation of policy but a violation of the child, and ensuring it is as much about operational systems, capacity, resources and transparency as it is about consciousness. Particular challenges include resourcing, both financial and in terms of personnel and tools, in combination with too many demands and different expectations at different levels, a lack of consistency and unclear policies and procedures.

Actions

- Clarify what Child Safeguarding is and what it looks like
- Engage children
- We need a simple tool, simple case reporting and investigations. Fraud works better than Child Safeguarding on reporting we need to learn from this, and be clear who is responsible
- Create simple procedures
- Refine standards and KPIs to better reflect principles and behavioural indicators
- Ensure accountability and that learning from issues is shared
- Change management strategy perception shift to compliance and culture
- Incentivise doing well in Child Safeguarding
- Ensure it is not just another demand for SCI
- Hold Country Directors accountable
- Work together more

Save the Children Child Safeguarding training manual

Session Leader: Emilia Romano, Head of HR, Save the Children Italy

The group discussed the need for a consistent global Child Safeguarding training manual which would address the needs of different audiences, internal and general. Such audiences would include board Leaders CDs, RDs, Senior positions as well as technical posts, proposals and campaigns, volunteers and external partners. It should facilitate programming and the training of trainers. The manual should address difficult areas and grey areas and needs to be organic, updateable, and 'live'.

Actions

- Put in a recommendation to HPO to include development of a Child Safeguarding Training Toolkit (Manual) which has to be
 - Accessible
 - Contextualised
 - Audience oriented
- Increase accessibility on OneNet
- Make it available in different languages

Day One

Child Safeguarding risk assessment through award management

Session leaders: Rebecca Harry, Manager Business Development, Save the Children Canada & Wahid Wafa, Head of Award Management, Save the Children Canada

The group award management is and how to embed Child Safeguarding into internal go/no go. There is a need for more articulation regarding Child Safeguarding. We should take advantage of opportunities for proposal design, activity frameworks, kicking off reviews during program visits and ensuring we closeout lessons learned.

Actions

- Create a common process for Child Safeguarding inputs
- Standardize the budget - what is it going to?
- Save the Children no assessment review
- Educate donors
- Design proposal development to include Child Safeguarding activities
- Put Child Safeguarding elements into MEAL
- Document lessons learned, recommendations and good practice
- Flag incidents and share during award incidents
- Be aware of workload on Country Offices and prevent additional impact

Working with and through partners – their adherence to Child Safeguarding Policy

Session Leader: Luz Garcia, LAC Regional HR Officer, Save the Children International

The group discussed the importance of working with implementation through partners and that we know our programs and who is implementing. We should be embedding partners to be involved in design stages and leveraging successful Child Safeguarding projects and glean strengths. We need to acknowledge where we are at and build up from there. Challenges included monitoring and following up, especially remotely, as well as communication with partners, who may sometimes feel as though we are trying to expose them; how we can maintain a reputation in the face of flawed Child Safeguarding policies, both internally and with Partners; and language inconsistencies regarding Child Safeguarding and Child Protection.

Actions

- Advocate and build trust
- Internally we need to understand and simplify our processes
- Work with advocacy partners when approaching governments
- Monitor and ensure policies and principles translate into the field
- Investigate cases as a mentor in order to demonstrate how, not imposing
- Adopt a systematic approach to unpack and share failures
- Explore whether we need to re-design our budgets to embed Child Safeguarding or not sign on donors who don't support Child Safeguarding budget
- Train internal staff around budgets
- Save the Children presents Child Safeguarding to forum; forum then uses Save the Children Child Safeguarding Policy to build their own

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- Build a Child Safeguarding Internal Communications plan
- Keep Child Safeguarding as a heading for program team meetings

How can members and SCI work together in the humanitarian sector?

Session Leader: Osama Damo, Program Officer, Awards Management, International Programs, Save the Children Canada

Osama shared his personal experiences of three humanitarian responses during three Palestinian wars and outlined in these examples how the safeguarding thinking and systems had developed. He highlighted how the nature of the cases being reported had likewise changed, in effect, there had been a move from a limited role of screening staff to ensuring that programmes and campaigns were safe. He gave examples of how children had been exposed to pressure and harm through intrusive media (photographers and journalists) who failed to work within our agreed policies and procedures

The issue of working with partners in emergencies was also a discussed as being a significant challenge in places like Syria where we have no direct presence

The group discussed the fact that safeguarding was not currently included in initial assessment, initial reaction team or sitreps. There are no real deep expertise on Child Safeguarding within humanitarian register. Most have Child Protection experience and undergo basic awareness training but haven't had training in including CS in to proposals.

How can we improve reporting?

Session Leader: Menaca Calyaneratne, Asia International Child Safeguarding Director, Save the Children International

The group discussed the cases reported in 2015, exploring reasons staff don't report and how we can improve reporting.

Actions

- Explore how to educate children how to report and access points for example children training children
- Get staff to be vigilant
- Ensure country and member leadership is prioritizing and modelling Child Safeguarding behaviour
- Give appropriate responses
- Produce simplified and relevant guidelines for thematic and other sectors
- Recommend sharing of cases
- Create KPIs which really indicate Child Safeguarding good practice

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Educating donors on Child Safeguarding: how can we get them to accept Child Safeguarding costs as part of funding?

Session Leader: Mubarak Maman, MEE International Child Safeguarding Director, Save the Children International

The group discussed how donors such as USAID, AUSAID, CIDA, are now starting to push the Child Safeguarding agenda. SCI has been undertaking a piece of work with Save the Children Sweden on a set of guidance to help proposal writers include Child Safeguarding into plans, proposals and budget lines. Whilst all of this represents progress there is much remaining to be done.

Members could develop and utilise their relationship with donors as award holders to have a dialogue on Child Safeguarding issues and requirements. This requires a clear narrative for Child Safeguarding in core funding of programmes and the production of templates to assist in the process

Actions

- Be clear about what activities/posts/costs are considered core operational costs of the organisation and which are considered necessary to deliver/implement child-safe programmes and projects
- Improve visibility and communication around Child Safeguarding. For example, improve communications and lessons learned procedures stemming from cases particularly serious cases of serious injury or death
- Ensure Child Safeguarding is included in MEAL

How to ensure that children are part of the Child Safeguarding mandate

Session Leader: Sandy Poire, Director of Integral Protection and Thematic Contents, Save the Children Mexico

The group discussed that with the safety and welfare of children, we cannot assume that we are safe just because we are Save the Children, there needs to be a comprehensive internal understanding that Child Safeguarding is a part of our job and in our job descriptions. We need to be aware that when we engage with children, they are at risk. How do we manage the trust communities have in us and how do we let children know they have certain rights and that they can uphold them and give them mechanisms to report? This is a cross-section between Child Protection and Child Safeguarding.

We need to build the skills of internal staff and assess what could go wrong on a case by case and contextual basis, with both Child Safeguarding Focal Point and Child Safeguarding Committee (HR, IT, and Children Programs). Comprehensive community based programs should involve parents and teachers and work holistically. We are not building a culture of blame and allegation, but more empowering children on Human Rights

Actions

- Impose mandatory training to understand how to report, what should and shouldn't happen
- Teach children how to report
- Develop a protocol around Children abusing one another, linked to Safety and Security.
- Develop a child friendly film for children
- Account for age, context, and culture in program design
- Leverage peer support to expand reach
- Consult with children by including them in high level events (e.g. 2016 Members Meetings and Children's Parliament)

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- Work with SCUS to create Child Safeguarding list for children attending the Members Meeting
- Create opportunities for children to give us feedback
- Implement negotiation security training and specialized training for working with rebel groups and gangs

Plenary discussion of Topics

The main themes from the concurrent discussion groups were then discussed in six different groups and a representative from each group fed back to the larger meeting. The main themes of this feedback are summarised here:

Reporting

- There is some confusion about reporting and accountability and there are weaknesses in the lack of reporting
- We need to develop an effective reporting system that is transparent internally and look at whistle blowing and risks around reporting
- We could consider reporting to an external agency
- External and internal cases should be dealt with differently

Leadership

- Our leaders need to pick up and challenge on reporting
- To change the DNA we have to start with leadership then push it outwards
- SCI Quality Framework – weak execution of action plans. Where are the Country Directors follow-up on action plans?

Communication

- We need to be more clear about our stance
- We need to develop advocacy around the world about the protection of children
- Currently there is no firm grasp of Child Safeguarding
- We need a clear understanding of what to expect working for SCI
- Child Safeguarding on OneNet could be more helpful

Resourcing and working together

- Suggestion of large members helping small country offices to raise funds for Child Safeguarding or advancing money
- Have an open dialogue on the people we recruit
- Explore the weaknesses we have in working with partners
- Explore balance of responsibilities when working with partners and volunteer organizations

Training and Accountability

- Listen to the voices of the children
- At the moment Child Safeguarding internal processes are not consistently complied with
- Be more open in the organization about Child Safeguarding awareness and look at the possibility of another provider to conduct reference checking of centre-based staff who travel between countries
- Improve training for Child Safeguarding Extend the accountability of Child Safeguarding

Statistics

Day One

- Statistics and the scope of Child Safeguarding work
- The number of road traffic cases were a surprise and it was agreed that there should be better management and better resources for actual Child Safeguarding cases
- Differentiate between traffic accident and child abuse cases
- Recommendation for the Regional Director to investigate road traffic incidents we need specialist people for traffic accident cases

Day Two

External audit and cases

Richard Powell, Global Child Safeguarding Director, Save the Children International

Child Safeguarding is critical for us, we need to be better at it and to do this we need to learn from our experience, cases and audits:

Cases within SCI - child deaths, preventable accident and child abuse:

- 2013 – 54 cases
- 2014 – 95 cases
- 2015 – 160 cases

It was highlighted that reporting in child abuse in countries where Save the Children work could put a child victim under threat, therefore it is important to have a mapping process for investigating.

The Save the Children standard is higher than the local law.

Failing to report safeguarding breaches should result in dismissal.

Outcomes of confirmed staff/partner cases 2013-2015:

- Reported to police and dismissed 17 (30%)
- Dismissed 20 (35%)
- Disciplined 20 (35%)

Other issues that were highlighted in the audit were problems with huge under-reporting, bad design of programs and not reporting cases.

Problems resulting from poor knowledge management included:

- Preventable deaths
- Road traffic accidents are number one cause of death of children in regions
- Sexual abuse/rape
- Possession, access producing images of children, IT abuses has grown
- Under age sexual relationship with someone under 18 years.
- Failure to report

Themes and issues that have arisen from audits:

- Building awareness among teachers and guards
- Case management mechanisms
- Under reporting: SCI, Partners, humanitarian
- Ensuring lesser issues get reported
- Places where zero cases have been reported
- Need for publication of cases statistics for transparency
- Interagency communication and sharing best practices

More advocacy and publishing of cases is our responsibility. We need to be more open about cases and we want reporting to be transparent.

Performance within SCI Global Assurance Audit will take place in 2016-2017, time frame and methodology is being finalised but will consist of an external audit of SCI offices including:

- 60+ Offices/Humanitarian response
- 6 Regional offices
- Centre

What's next?

- Develop an action plan
- Carry out audits
- Implement changes
- Follow up

Day Two

Members' group discussion and feedback on their audit and action plans

There were significant discrepancies between self-assessment and the audit within members. Ten members had high risk ratings and need more strengthening so we will buddy-up those members with other that are currently performing at a higher level.

Recommendations included:

- Tackle compliance levels swiftly
- Consolidate on a number of fronts
- Remedial actions requiring strong leadership

Each member submitted a brief summary update of their audit and how it has helped them:

Canada - Audit helped to identify the areas for improvement and an action plan was developed and worked against. It began last August. The plan identified the quick 'fixes' as well as those that will take more time and consecutive action (ie updates to policies as indicated). Further articulation of individual positions, roles and accountability to Safeguarding within job descriptions and work plans.

Germany - Did not have Child Safeguarding resources and the policy is just a protocol. They will start an action plan to implement a Code of Conduct and background checks.

India - Audit and action plan must move forward.

US - Learnt a lot from the audit. Have put together an overall plan but it needs a lot of developing. Currently clearly defining owners. Making Child Safeguarding part of the culture and making the organization buy into these responsibilities. Findings showed that there is a lot of reporting but not organised or systematic in the process of reporting. There is a need to focus more on reporting systems and more consistent reporting to the US board.

Japan - Action plan identified 40 – 50 actions. Japan has a Child Safeguarding committee and meet every 3 months to show progress. Japan have completed half of their action plans.

Italy - Audit action plan implemented. Concerned about working with partners and volunteers. There are 60 partners implementing programs.

Sweden - Grateful for the audit and gained lots of ideas for an action plan to be implemented. There is a lot to do. Formed groups in the regions and have regular updates with four of them. Fully implementing the changes including the statement of acceptance, online training, criminal record checks, and collecting data from 300 staff. Finds working with thousands of volunteers a challenge. Starting to mainstreaming funding. Mainstreaming guidelines will be on OneNet.

Norway - The audit highlighted huge gaps. Have progressed well and completed 75% the gaps. Have an action plan for September and a meeting to discuss the progress of Child Safeguarding.

Korea - Learnt a lot of things from the audit. Have improved Child Safeguarding systems, raised awareness through education and have a Child Safeguarding policy. Their action plan is to implement these Child Safeguarding systems.

Swaziland - Need an action plan

Switzerland - Still on an action plan and quick fixes.

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South Africa - Action plan not reached yet. The audit highlighted a lot of good things but need to create a system. This meeting in Toronto has highlighted what needs to be done and the aim now is to have an action plan by MM16 in New York.

Honduras - Did not have enough Child Safeguarding positions but is part of the action plan to implement them. Having meetings to discuss new positions.

Jordan - Child Safeguarding was implemented in 2015 and so had only a short time to prepare for the audit. Have a draft of the action plan but not sure how to implement it. Recognise the gaps but not sure how to fill them. Have some gaps in the system dealing with partners.

Lithuania - Audit was a good example how large members can help small members. Sweden helped

on recommendations and now have an action plan in place to make sure they have all the documentation.

Mexico - Had a low rating but have improved a lot. Have a four year plan and are training focal points in 19 states. Have trained partners and developed materials for children and have a focal point on the board. A committee has been set up from each area in programming, security and the communities. Have support from the regional office to start an action plan and they have already started the self-assessment.

UK - Audit actions included following up on doing more thematic work. Huge amounts of time in humanitarian work and needs more focus on processes. Background checking needs to be a more robust process. Italy pay a professional to do background checks, it might be worth looking at doing the same.

Day Two

Child Safeguarding Strategy – change management in relation to Child Safeguarding

Claire Fox, Global Human Resources & Child Safeguarding Director, Save the Children International

The statistics shared in the previous audit session were used to spark discussions around how to make change happen. Claire spoke about igniting the spark, the passion and the comprehension in the minds of the leaders of the organisation. She spoke about the leaders who are out there in the organisation who get it and understand the importance, the integral nature of Child Safeguarding and lead on it and act on it. Discussions around where change starts and who likes to change, led to an understanding that we can't make people change and we have to focus on making people want to change. The importance of engaging people in the change process and managing it was stressed. Claire used the change curve model that helps in understanding the stages of personal transition and organisational change to demonstrate how people navigate change and how hard it is for people to change. The session ended with every individual in the room thinking about their personal action plan to ensure that changes are embedded.

Discussion: Think about how members would like to communicate within the organization, linking the strategy to the Ambition 2030

Thoughts from members:

- The Child Safeguarding Strategy should be an overall plan which is for everyone, but we have to make sure we achieve what we all decide to do such as budget priorities and collective responsibility.
- We should find our role and act upon it.
- How do we react to Crisis Management?
- How do trustees and CEOs lead this so that the burden is not on the Child Safeguarding Directors carrying this forward?
- Look at new practices instead of going through heavy change management.
- Look into using technology and new ways of creating new practices. What about apps for reporting Child Safeguarding?
- We don't have a clear common idea of what we need to do together.
- We need to share information with HPO and know what is discussed.
- There was a feeling that there was an 'overlap' in the HPO teams.

Group Exercise: What will be delivered under each of the six strategy areas?

Feedback from groups:

- Everyone has different metrics on how we measure Child Safeguarding. We should have good mechanisms on how to report and be consistent across the organization.
- Need work on objectives in the Child Safeguarding module.
- Design and implement risk assessment. At the moment we have badly designed programs.
- Gathering Child Safeguarding material
- Save UK is looking at safe recruitment, reporting, responding to allegations, core functions in safeguarding children. Some policies and processes need variation.
- HPO work 2016-2018 split in Global priority

Feedback on:

- Resources and funding
- Streamlining growth and capability
- What are the 2016 deliverables?
- HPO deliverables
- Cross stream opportunities.
- How we can use other organizations, partnerships.
- Full time CS FP in the regional office- more funding and resources.
- 60% need to do their job better and 40% resources
- Change our attitude how to get funds from donors
- Who are the key players?
- Senior Leaders, managers, front line staff

Overview

Child Safeguarding and Trustees

“Bad things happen when good people fail to do the right thing”

The session with Child Safeguarding Trustees emphasised the imperative of improving our performance across the movement. Trustees have a vital role in this but there is significant work remaining to ensure that the role of trustees in this process is fully developed and understood.

A key aspect of this work is to revisit the spirit of the 2010 Child safeguarding Protocol, introduced at the inception of our new unified organisation, to understand progress to date and remaining challenges.

Richard Powell presented this in his overview of safeguarding across the movement:

- What is safeguarding? Maintaining the focus on making our own organisation safe for children
- What is child protection? Maintaining the focus on protecting children within the wider community/society

How do they link and support without losing focus, distinction and resource?

- Organisational snakes and ladders
- From margins to mainstream
- Confidence in compliance
- Beyond compliance: culture building
- From isolation to inclusion and integration
- Turning difficult conversations into positive communication
- Resources: Why the issue?
- Leading the sector

The Child Safeguarding Trustees have a vital part to play. The role is in its infancy in many members but we identified three key areas where trustees can act, namely advocacy, accountability and governance.

The experience of being together in the Toronto workshop was acknowledged as a breakthrough.

Trustees identified experience from other industries which have developed approaches to business critical issues which could offer much opportunity to learn.

It was agreed to establish a Child Safeguarding Trustee network to develop these themes.

Advocacy

- Act as an advocate, ambassador and champion
- Ensure that safeguarding is on agendas at Trustees and SLT meetings
- Ensure Safeguarding maintains child focus and prioritises the best interest of child above organisational considerations
- Raise profile of the issue
- Set direction and challenge status quo
- Set an example
- Act as a key contributor in the creation of a managerial environment and culture

Accountability

- Have an up to date understanding of Child Safeguarding issues, risks and challenges
- Have knowledge of levels of implementation and compliance
- Engage with periodic updates of reported Child Safeguarding concerns and breaches
- Act as a key part of the communication strategy in critical and important cases

Governance

- Ensure appropriate focus, priority, resources and responsibilities are allocated
- Provide oversight
- Take a lead role within the board but responsibility still rests with the board
- Be the final point of the whistleblowing process for Child Safeguarding issues
- Engage with regular updates on progress regarding the implementation of the Child Safeguarding Policy
- Act as a key part of stakeholder and communications analysis in cases of serious allegations

Day Three

Online sexual exploitation of children

Noni Classen, Education Director, Canadian Centre for Child Protection

Their mission

- Reduce the incidence of missing and sexually exploited children
- Educate the public on child personal safety and sexual exploitation
- Assist in the location of missing children
- Advocate for and increase awareness about issues relating to missing and sexually exploited children

In Canada it is a criminal offence to share explicit images of children. The Canadian Centre for Child Protection helps families to protect their children through their education programs on child victimization, missing children and relationships between the offline-online world.

Community based programs

The Canadian Centre for Child Protection work with law enforcement such as 'Cybertip', receive and address online and telephone reports from the public regarding:

- Child pornography (child abuse images and material)
- Online luring
- Children exploited through prostitution
- People travelling to sexually exploit children
- Child trafficking
- Making sexually explicit material available to children
- Agreement or arrangement with another person to commit a sexual offence against a child
- Non-consensual distribution of intimate images

What does child sex abuse prevention and education look like?

Material for teaching staff about boundaries between children and adults.

In Canada there are units in the police department specializing in issues of child online abuse. Reporting is mandatory.

Online Luring is a criminal offence – defined as a person (usually an adult) using telecommunications to communicate with someone they know or believe to be under 18.

Preventing online luring and adults who sexually exploit youth:

- Educate about the dangers of online grooming
- Use language to explain the dangers
- Self/peer exploitation, sending images
- Cyberbullying

Extending the education to peers for engaging in conversation on on-line abuse (PLAN Program).

Recommendations

- Spend more time with technology on Child Safeguarding and put measures in place to reduce risks
- Raise awareness for adults working with you, awareness of the children, parents
- Audit eg. where you are storing information.
- Monitor, manage and regulate
- Contacts need to be authorised, supervised and transparent
- People should be trained to recognise child abuse and the risks
- Understand the Code of Conduct and professional boundaries

Day Three

Child Safeguarding in the Canadian Scouts Movement

Steve Kent, Former Chief Commissioner, Canadian Scouts Movement

Steve talked through how the Canadian Scouts Movement got ahead of a major communications crisis with an integrated strategy that included facing the issues of the past and addressing them publicly with honesty and transparency, drawing upon expert knowledge to enhance our Child and Youth Safety policies, and leading fellow youth serving agencies to advocate for improvements to Canada's child and youth safety net.

He talked through the background of the case and what they learnt from their mistakes.

- o It was the wrong approach to try to protect the Scouts organization over child abuse - once it got into the media there were more than 3000 hits
- o Have a child and youth safety plan and a communications plan
- o Take responsibility
- o Understand the history
- o Draw upon outside child and youth safety expertise and resources
- o Be honest, open and transparent

Steve hired a panel of experts with specific skills to make the organization better. They stepped up training procedures such as mandatory training tools for volunteers and participating parents and increased basic training for parents, screening, and police checks. They trained the people who did the screening of volunteers to help identify any problems for people entering the organization.

Having watched a clip of training, the group asked the following questions:

Q: Was there a reaction from the government?

A: The government were silent but we worked with many police departments.

Q: In such a vulnerable sector what about checking references, screening checks, police checks and interview checks?

A: We contacted Steve Reeves at SCUK for help and advice on Child Safeguarding and age appropriate safety material for children. We needed to do a better job of educating children, parents and youth. Training modules were developed for young people to encourage a safer culture.

Q: In the short term what advice would you give people around the world?

A: Training is mandatory, change the culture. Personally put yourself responsible for the safety of the organization. A lot of things you can't control.

How to keep your child safe in Scouting

- E-mails to parents about safety policies
- Communicate frequently with membership to revitalize a culture of safety throughout the organization
- Fact sheets, brief video messages. E-mails. Short messages to volunteers and members: constantly communicating the message.
- Work safeguarding into recruitment, add resources into kits for parents and partners
- Train before joining the organization
- Develop a detailed child and youth safety communications plan with key messages and detailed tasks
- Safety week: each year a different theme, seven days of building safety culture
- Lobby for change: work with other organizations and engage with government and the police etc.

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Child Safeguarding in the Canadian Scouts Movement: lessons learned

- It is critical to be open, honest and clear in all communication with members, parents and the media
- Cannot have a response strategy of silence and secrecy
- Don't be afraid to address the good and the bad in any crisis situation
- Have no 'ego'. Accept that you don't have every answer. Surround yourself with smart people including experts in the field
- Identify the core team to develop a plan to lead execution, bring in the right people at the right time to ensure message consistency across the board
- Always get legal advice. But recognize it is just that: advice
- Experts in communications, youth safety and common sense can provide advice that is just as valuable as experts in the law
- Ultimately, the business owners need to make the decisions with an understanding of the risks
- If it feels wrong, it probably is. Let your morals be your compass
- Don't close the door when the worst has past, continue to evaluate and make improvements
- Act with speed. Progress is not defined by meetings and alignment. It is defined by positive outcomes towards your goal
- Find ways to turn a crisis into an opportunity to make your organization better and to contribute to a safer society
- Its Important how you partner

The biggest challenge was when we have to go public with cases but we need to be transparent and tell the truth - the good and the bad.

Annual activity around Child Safeguarding

Menaca Calyaneratne, Asia International Child Safeguarding Director, Save the Children International

This was an opportunity to get ideas from members on how to highlight Child Safeguarding within the organisation and how we might bring about further awareness.

The session aimed to:

- Identify activities based on organization wide requirements
- Have a consensus on a day or month of action on Child Safeguarding
- Explore a call to action for every function, every leader across the whole organisation

Initial ideas and feedback from the group:

- We need an insurgence an explosive campaign
- We need funding
- We don't like the word 'campaign'
- The message should be clear and for a diverse audience: 'this is who we are and what we do'
- The global brand should be embedded in the campaign
- Look at how we are using the messages
- Reset the broad framework
 - Involvement of children
 - Films and videos
 - We need stories

Action

- o Volunteers from the meeting will form a communications group and have regular phone calls to develop the ideas emerging from this session.

External Speakers



Pauline Shirt

Elder, Plains Cree, Red-Tail Hawk Clan

Born and raised in Saddle Lake Reserve, Alberta, Pauline is greatly recognized for her commitment to the Toronto Native community and for her dedication as a teacher and lecturer since the late sixties. She is a member of the Three Fires Society and the Buffalo Dance Society, and is a Founder of the First Nations School and the Red Willow. Pauline serves as a mentor to many Aboriginal youth and young families as an experienced and trusted Grandmother. She also works in all levels of government conducting Opening Prayers and attending meetings, making sure the Aboriginal community is positively recognized as she offers a voice for her people.

Steve Kent

Community Leader

Former Deputy Premier and Minister of Health and Community Services for the Province of Newfoundland and Labrador, Steve is currently the Official Opposition Deputy House Leader in Newfoundland and Labrador's House of Assembly. He holds a Bachelor of Business Administration degree and Certificate in Public Administration from Memorial University, and a Masters degree in Management from McGill University. In his professional life, he served as Executive Director of Big Brothers Big Sisters of Eastern Newfoundland and Manager of Corporate Development at Stirling Communications International. He and his wife own FOCUS Driver Training Incorporated and Maritime Driving School, which operate Young Drivers of Canada centres in Newfoundland and New Brunswick. Resilient communities are built on solid foundations, strong connections, and accountable leadership, and it has long been Kent's goal to foster and embody all three to help his communities thrive. He led Scouts Canada for four years in the role of Chief Commissioner and Chair of the Board of Governors and is currently a member of the Inter-American Regional Scout Committee. Steve currently serves on the national boards of Scouts Canada and Big Brothers Big Sisters of Canada.



Noni Classen

Director, Education for the Canadian Centre for Child Protection.

The Centre operates Cybertip.ca, Canada's tipline for reporting the online sexual exploitation of children; the Child and Family Advocacy Division, a resource centre to assist families of missing and sexually exploited children; and provides education and training programs to develop awareness on issues surrounding child sexual victimization. Over the past twelve years, Noni has been the lead developer for three national education programs to reduce the risk of child sexual abuse and exploitation. She works closely with the education sector and child serving organizations across Canada. Prior to her work with the Centre she

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spent ten years in the school system specializing in programming for youth with trauma experiences.

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