



GOAL STAFF MEMBERS CARRY OUT SAFEGUARDING TRAINING FOR COVID-19 CAMPAIGN TEAMS IN 2020

AUGUST 2021

GOAL GLOBAL SAFEGUARDING CASE STUDY

Integrating Safeguarding throughout GOAL Global

Kirsten Mullin, Program Associate, From Pledge to Action, *InterAction*

Mandy Yamanis, Global Safeguarding Advisor, *GOAL Global*

ABOUT GOAL

GOAL was founded over 40 years ago by former Irish Press Journalist John O’Shea. Since its founding, GOAL has responded to major humanitarian crises, working with vulnerable communities in more than 60 countries. To date, GOAL has a team of over 2,500 international personnel in 14 countries across Africa, Latin America, and the Middle East.

Five core values guide GOAL’s work: humanitarianism, courage, integrity, respect, and partnership.

SAFEGUARDING AT GOAL

DEFINITIONS AND FRAMEWORK

GOAL defines safeguarding as “taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people, especially vulnerable adults and children from that harm; and to respond appropriately when harm does occur.”

Since 2018, GOAL has had a full-time Global Safeguarding Advisor and since then has grown the team to hire an additional S.G. Officer and 14 Safe Guarding Focal points across the globe and at the Board level. GOAL also has a Director of the Board to serve as a Safeguarding Focal Point (SFP). At the country level, each office has a dedicated SFP who monitors, reports, and disseminates Safeguarding policies.

GOAL’s Seven Minimum Standards

1. **Management and leadership:** The senior management team is responsible for ensuring that the Child + Adult Safeguarding Policy, Child Protection, and Protection from Exploitation and Sexual Abuse policies, procedures, and plans are in place with adequate dedicated financial and human resources.
2. **Human Resources:** The recruitment processes, staff induction, and training program are conducive to PSEA and safeguarding. H.R. is responsible for regularly assessing staff values, behaviors, and GOAL’s commitment to safeguarding
3. **Staff awareness-raising and training on PSEA and safeguarding:** GOAL ensures that staff is fully aware, informed, and trained on PSEA and safeguarding. This means that staff understands and internalizes their responsibilities, behavior, expected values from them during and outside working hours.
4. **Reporting and handling PSEA and safeguarding concerns:** PSEA and safeguarding concerns are reported and responded to in a safe, timely, and confidential way using a survivor-centered approach.
5. **Safe Program, activities, and procedures:** GOAL includes measures to mitigate PSEA and safeguarding risks from the design stage and within the program implementation. These are monitored regularly, with programs adapted as required.
6. **Engagement with partners and suppliers/contractors:** Partners and suppliers/contractors are empowered to strengthen their internal safeguarding with support from GOAL through an action plan targeted to strengthen any weakness and promote best practice
7. **Engagement with communities, beneficiaries, and women and children:** communities, especially women and children, are aware of the Safeguarding policy/agenda, what the expected behavior is from staff, volunteers, and associates of the organization, and how to report any concerns.

The country-level SFPs have, in turn, selected Field Level SFPs who undergo a Training of Trainers on Safeguarding.

SENIOR MANAGEMENT COMMITMENT AND BUY-IN

Senior Leadership commitment is an important element of an effective safeguarding approach. Within GOAL, the Senior Management Team (SMT) has demonstrated a clear and continuous commitment to safeguarding, which has trickled down throughout the organization. Key aspects of this approach include:

- **GOAL's Global Safeguarding Advisor has direct and regular contact with key members of the Senior Management Team:** GOAL's Global Safeguarding Advisor reports directly to the Deputy CEO and has direct and regular access to and contact with the CEO. This direct line of communication allows the Global Safeguarding Advisor to raise any concerns directly with the CEO and SMT, who can then affect change.
- **The CEO ensures that Country Directors are prioritizing safeguarding.** In 2018, the CEO communicated directly with GOAL's 14 Country Directors (C.D.s) to mandate that they each appoint a dedicated SFP. Since then, the CEO continues to disseminate information to the C.D.s through the Director for International Programs. This communication ensures that safeguarding is a standing agenda item at the monthly Regional Directors meeting and monthly C.D.s meeting.
- **Board Members are educated and regularly updated on safeguarding:** GOAL's Global Safeguarding Advisor delivers a 1-hour induction on safeguarding to all Board Members within weeks of joining the Board. The induction outlines GOAL's seven minimum standards, risk-assessment activities, and allows for Q&A with the Global Safeguarding Advisor. There is also a Board Safeguarding Focal Point, who is a champion of gender equality in Ireland. This underpins their commitment to safeguarding. The Board Safeguarding Focal Point briefs the Board on safeguarding trends and concerns across GOAL. She applies a safeguarding lens to all Board activities, such as policies.

ADVICE ON ENGAGING SENIOR LEADERSHIP

- The safeguarding lead should have direct access to the CEO.
- Appoint a SFP whose responsibility it is to keep your Board updated on safeguarding matters.
- You can't over-communicate on Safeguarding- CEOs and other Senior Leaders should keep this issue visible to all staff. Leadership must have safe programming as an organizational priority.
- Ensure S.G. is on monthly SMT Agenda, Board Agenda and CDs agenda.

INTEGRATING SAFEGUARDING THROUGHOUT GOAL

Safeguarding is not solely the job of the safeguarding lead but rather must be integrated throughout all aspects of the organization and programming. GOAL does this in several ways:

- **All GOAL Staff receive a safeguarding induction and undergo safeguarding training:** All new hires at GOAL receive a safeguarding induction within 30 days of hire. All positions at GOAL are risk-assessed to determine the level of urgency and depth for training. For example, a hire that works directly with vulnerable women will be trained more quickly and more comprehensively than a person working in finance in H.Q., although GOAL makes every effort to provide full one-day training for all staff within three months of employment. Additionally, all staff receives short-refresher trainings that dive deeper into specific topics touched upon in the general training. The Global Safeguarding Advisor keeps track of all training that all staff has received through GOAL's automated training management system.
- **Technical experts and leads receive context-specific training.** GOAL has specific training for the SMT, Board, and technical experts, which is mandatory. The Global Safeguarding Advisor trains all technical experts at the H.Q. level on how safeguarding relates to their specific area of programming—from WASH to Health and Nutrition—so they can learn how to integrate safeguarding into their area of programming. Safeguarding Managers in country offices are responsible for training experts at the country level.
- **Department Heads play a key role in developing safeguarding action plans .** After adopting a new set of minimum standards in 2018, the Global Safeguarding Advisor worked with key Department Heads to develop a safeguarding plan—including key activities, timelines, budgets, and laid out responsibilities. This ensured that Department Heads are accountable and that safeguarding is an organizational approach. Since then, the country SFP develops a safeguarding action plan each year along with key Heads of Department. In many country locations, there is a safeguarding task force that monitors the progress of this action plan. By doing this, GOAL continuously involves, empowers, and ensures ownership over safeguarding to Department Heads.

WORKING WITH PARTNERS

Ensuring partners understand and take action on safeguarding is a key element of a holistic safeguarding approach. GOAL does this in several ways:

- All partners are risk-assessed for safeguarding and given support to meet GOAL’s minimum standards. GOAL works with different types of partners, including private sector partnerships, INGOs, local NGOs, and consortiums. It is thus important that GOAL ensures that these different entities understand and align to GOAL’s safeguarding minimum standards. In 2020, GOAL began to integrate safeguarding into its Private Sector Partnership Manual and On-Granting Manual. GOAL’s five-step Safeguarding partnership approach includes:
 - **Step One:** The safeguarding focal point reviews the partner’s safeguarding structures and policies to ensure that safeguarding and wrongdoing policies are in place and align with GOAL’s minimum standards. GOAL identifies missing or inadequate policies in the risk register of the screening form. If the partner has weak or no systems, procedures, or processes, GOAL works with its partner to consider what support or capacity building is required to make sure the partner is aligned with its Safeguarding Minimum Standards.
 - **Step Two:** GOAL provides technical support to partners that need it. This may include providing support on developing their policy, procedures, or training for their staff. Trainings include [GOAL’s guide on how to support a survivor of sexual exploitation and abuse \(SEA\)](#), how to report incidents or concerns of SEA using GOAL’s internal and external reporting mechanisms—speakup@goal.ie and [Safecall](#)—and an outline of the extensive donor mapping cases that GOAL has developed to ensure efficient reporting of category six safeguarding cases. GOAL defines category six cases as those that amount to “serious wrongdoing,” including “fraud, corruption, theft, physical/verbal/sexual abuse, or sexual exploitation.”
 - **Step Three:** GOAL ensures that the Partnership Agreement includes the capacity-strengthening plan based on the pre-award assessment, the Safecall hotline number specific to the implementation country, the Speakup email (speakup@goal.ie), and a breach of contract clause if the partner fails to comply with GOAL’s safeguarding standards.

- **Step Four:** GOAL works to identify risks, create mitigation measures, and divide safeguarding roles and responsibilities among GOAL, its partners, its contractors, and the communities it services. These are presented and agreed upon during the project kick-off meeting or before starting the project.
- **Step Five:** GOAL monitors its partner's progress and offers guidance and support where needed.
- **GOAL developed a suite of short, concise guidance documents for partners.** Recognizing that partners are time-pressed, GOAL [created a short guide for partner's on safeguarding](#). These fliers included information about GOAL's Child and Adult Safeguarding Policy and are written in accessible language free from NGO jargon to make them more accessible to partners.

COMMUNITY AWARENESS RAISING



Community-Led Action (CLA)

GOAL trains everyone working with communities on behalf of GOAL, from staff to volunteers. This includes volunteers working with GOAL's Community-Led Action (CLA), which is a program that works with community volunteers to develop an action plan to stop the spread of COVID-19.

GOAL trains all program staff and C.M.s working on the CLA on its core policies and highlights key messages about its behavior protocols in simple but effective flashcards. GOAL also developed a safeguarding checklist that focuses on the essential minimum requirements during an emergency response to guide the mainstreaming and monitoring of safeguarding measures.



Nutrition Impact and Positive Practice (NIPP) Approach.

- NIPP is a community-based, participatory approach aimed at directly tackling the underlying causes of malnutrition. GOAL trains NIPP volunteers on safeguarding to ensure that they understand power dynamics and how to identify cases of abuse. [GOAL provides volunteers with flashcards and one-pagers to guide them.](#) NIPP volunteers then deliver safeguarding messaging and inform communities of reporting mechanisms during NIPP group meetings with community members.



GOAL Sierra Leone

In Sierra Leone, GOAL Focal Points hold 30 minute discussions with community members on safeguarding/protection concerns and to outline the behavior that communities should expect from GOAL staff and partners. To date, Focal Points have conducted awareness-raising sessions in 10 operational contexts and targeted specific community stakeholders. These stakeholders then cascade information on the GOAL safeguarding policy to the local population.

OTHER KEY SAFEGUARDING ACTIONS AT GOAL



GOAL's Community Feedback Mechanism (CFM) is the backbone of its safeguarding work .

GOAL values the Community Feedback Mechanisms (CFMs) to gather feedback from communities on GOAL programming—from comments about food kits to SEAH complaints. While GOAL has global protocols for designing CFMs, each CFM is adapted and localized to meet the needs of its specific context. Each of GOAL's 14 country programs operates its own CFM, which is designed in-country by the local team and in consultation with community members, leaders, and program participants who provide input on the best means of advertising the mechanism and what communication channels should be available.



GOAL uses a unique investigation model to respond to safeguarding complaints from the CFMs and other complaints made directly to its internal reporting mechanism .

In 2016, GOAL adopted a new investigation model. GOAL's investigation team at H.Q. consists of former members of An Garda Síochána, the Irish Police Force. Each country office within GOAL has investigators from either compliance officers, internal auditors, or safeguarding focal points. When a complaint arrives, country-level investigators develop an investigation plan and investigate with support, guidance, and oversight from the H.Q. Investigations Team and the Global Safeguarding Advisor. The head of the investigations team sits on the Senior Management Team (SMT) and reports directly to both the SMT and The Board to keep them updated on trends and lessons learned from cases.

GOAL's Case Management system tracks complaints, allowing GOAL to identify trends in reporting and use them to guide safeguarding programming.

Investigations in GOAL Syria

- In GOAL Syria, a “serious complaints committee” meets weekly to discuss all ongoing investigations into category six complaints.
- The Country Director, System Director, Program Directors, Deputy Program and Quality Directors, Area Coordinators, Area Quality and Partners Coordinators, Accountability Coordinators, and Investigation Coordinator comprise the committee.



GOAL gives safeguarding adequate resources.

At the H.Q. level, GOAL's Global Safeguarding Advisor sits on the Program Review Committee (PRC), where she provides input on the early stages of new projects. During this process, she identifies high-risk design activities/approaches and either provides ongoing guidance directly to the program leaders or ensures that country-specific personnel are engaged in the proposal development and design process and can apply a safeguarding lens as necessary.

The PRC flags all key technical safeguarding components so that the proposal developer can take them into account in the proposal. The review process is also designed to ensure that, where appropriate, proposals include a safeguarding budget. GOAL values ongoing engagement with donors to ensure there are budget allocations for Safeguarding to ensure the continuous development and evolution of approaches and practices based on learnings and engagement with communities, agencies, and practices.

Seven of GOAL's larger country offices have full-time safeguarding managers in place, while smaller countries have safeguarding focal points. Safeguarding Focal Points carry out essential safeguarding activities, supported by the Country Senior Management Team. GOAL developed a sample TOR (Terms of Reference) for safeguarding focal points that each country adapts accordingly. This TOR includes specific requirements/criteria for selecting focal points in each country office. Focal Points responsibilities amount to 50% of their time.

KEY TAKEAWAYS

GOAL continues to work diligently to ensure that safeguarding is integrated throughout all levels of the organization—from the Board to community volunteers. This integration starts at the top—with a significant commitment of time, energy, and resources from GOAL's Board, the CEO, and the Deputy CEO. GOAL demonstrates how essential it is for senior leadership to ensure that safeguarding staff and programs have the necessary support and resource investment to be effective, and this will be a constant journey of evolution and development.



ABOUT INTERACTION

InterAction is a convener, thought leader, and voice for nearly 200 NGOs working to eliminate extreme poverty, strengthen human rights and citizen participation, safeguard a sustainable planet, promote peace, and ensure dignity for all people.