



PSEA Network Myanmar

Working With Partners on PSEA/Safeguarding Implementation: Tip Sheet

Introduction

This tip sheet has been developed in consultation with PSEA Network members and is designed to assist any organisation working with 'downstream' (that is, smaller or local) organisations (or partners) on PSEA/safeguarding policy development and implementation. The Network recognises that each 'upstream' organisation may have its own minimum standards and framework that they should follow when it comes to building capacity of partners; as such, this tip sheet is designed as a guide only, and is based on the experiences of several organisations that have backgrounds in capacity-building and organisational development. This document will be considered a work in progress, to be updated when necessary.



Each partner may have different needs and this tip sheet may not provide an exact linear guidance on what areas need improvement and in what order. For example, a partner may have already developed a PSEA/safeguarding policy, but may face challenges in its implementation.

Note: Organisations should bear in mind that PSEA/safeguarding implementation in downstream partners can require *dedicated resources*. It is highly recommended that a budget is set aside in any partnership agreement to facilitate this and to make sure to be spent within the allocated projects and budget timeframe. Moreover, implementation is a *gradual process*, and may have to start at understanding terminology and advocating for culture change. As such, the first two steps outlined in the tip sheet: that is, engaging senior management and the preparation stage, are possibly the most important to ensure that any policy implementation is sustainable.

1. Engaging senior management

It is critical for the success of PSEA/safeguarding implementation that the partner's senior management is engaged. Examples of how to engage include:

- a) Making it mandatory for PSEA Focal point to be member of senior management;
- b) Sensitisation or awareness-raising with senior management as a first step before commencing any further capacity-building;
- c) Ensure grant or funding is linked with senior management and/or all staff signing a Code of Conduct (this may be your organisation's Code of Conduct or other), or agreement to develop one;



- d) Check your organisation's partnership agreement with the partner to see what are the specific obligations regarding PSEA, and if the partner organisation must uphold these obligations through a signed agreement; if so, you may also raise this with the partner's senior management to remind them of the obligations;
- e) Highlighting to senior management the importance of PSEA/safeguarding implementation for the integrity and professionalisation of organisation, and also to attract future funding;
- f) Linking senior management members with GBV, gender, human rights working groups, and PSEA Network, to increase awareness; and
- g) Identify champions within the partner organisation who are able to drive the agenda of PSEA/safeguarding.
- h) Depending on the current knowledge of the staff, you may wish to conduct a basic training/awareness session on PSEA/safeguarding and its importance for organisations, which includes senior management as part of the audience.

2. Preparation

- a) Study the partner organisation's existing policies, procedures and other relevant strategic documents (including Code of Conduct, complaints procedures etc) for a deeper understanding of the partner's organisational structure and purpose. Ensure a holistic approach (e.g. ensure that the Code of Conduct is applicable to the whole organisation, and not just certain staff or a particular program).
- b) Communicate with relevant staff from the partner organisation using multiple channels (email, group chat, phone, instant messenger, etc.), and negotiate a schedule for meetings.
- c) Share necessary introductory documents with relevant staff before meeting.
- d) Establish clear processes (these may be provided by your organisation or donor), e.g. timeline, description of capacity-building program, etc. and communicate this to relevant staff.
- e) Consider involving other programmatic staff from your organisation (e.g. the staff member who may be designated as the focal point for this partner).
- f) Within your organisation, clarify any internal support options that your organisation can provide to the partner in the event of an SEA allegation, particularly for service provision/assistance to survivors, investigation, etc.

3. Meetings and development of organisational improvement plans

- a) Together with the partner staff, jointly review any organisational assessment that you/they wish to use. This assessment may be provided by either organisation, or you



may use the PSEA Network's Sample Organisational Assessment template, available on the [MIMU PSEA page](#).

- b) Together with partner staff, develop an internal training plan based on the training needs assessment. The training can be part of the regular activity (e.g., safety weeks) or dedicated sessions. As a minimum, staff should be aware of:
 - i) Any mandatory online PSEA/safeguarding training
 - ii) How to access PSEA/safeguarding resources including samples of policies, TORs etc.
 - iii) A basic level understanding of gender equality and human rights, GBV.
- c) Discuss a proposed PSEA/safeguarding minimum package with the partner staff and what are the organisation's key priorities.
- d) Discuss program details, timeline and come to an agreement to implement PSEA/safeguarding activities.
- e) Assist the organisation to develop objective-setting on PSEA/safeguarding policy.
- f) Facilitate drafting of an organisational improvement plan/work plan.

4. Policy and procedure development

- a) Together with the partner staff, jointly review any organisational assessment that you/they wish to use. This assessment may be provided by either organisation, or you may use the PSEA Network's Sample Organisational Assessment template, available on the [MIMU PSEA page](#).
- b) Partners may develop their own PSEA/safeguarding policy and/or Code of Conduct that is signed by all staff that includes the definition of SEA as per the [Secretary General's Bulletin](#).¹ In addition to the Code of Conduct, each organisation should also have a whistleblower protection policy (that may be included in the Code of Conduct or PSEA/safeguarding policy), a complaints handling procedure, and guidance for GBV referral and/or survivor support.²
- c) Where a Code of Conduct must be signed by all staff, discuss with the partner how to integrate this into the hiring process. You may wish to refer to the Safer Recruitment Checklist on the [MIMU PSEA page](#).

¹ ST/SGB/2003/13. IASC Minimum Operating Standards for PSEA (2012) indicates that a policy stating standards of conduct, including acts of SEA, exists and a work plan to implement the policy in place, and that a Code of Conduct is signed by all staff.

² As above: IASC Minimum Operating Standards for PSEA (2012).



5. Work plan development

- a. Partners are encouraged to develop their own work plans to implement any gaps in PSEA/safeguarding implementation.
- b. Encourage partners to budget for PSEA/safeguarding implementation within projects.

6. Follow-up and monitoring and evaluation

- a. Your organisation may have minimum standards that must be met within certain timeframes and this will guide follow-up and monitoring and evaluation of the partner's progress.
- b. If not, it is recommended to discuss with the partner on key priority actions that they would like to see implemented within a certain timeframe.
- c. Discuss with partner staff how to overcome any challenges and seek support from PSEA Network Coordinators, donors or others where relevant.
- d. Consider collecting evidence of achievements via shared cloud/drive.
- e. You may consider either requiring an annual report to be completed by the partner, or in the alternative, repeating the initial organisational assessment that was conducted initially with the partner.
- f. Send a reminder to the partner one month before the deadline for submitting the annual report or before conducting the organisational assessment again.