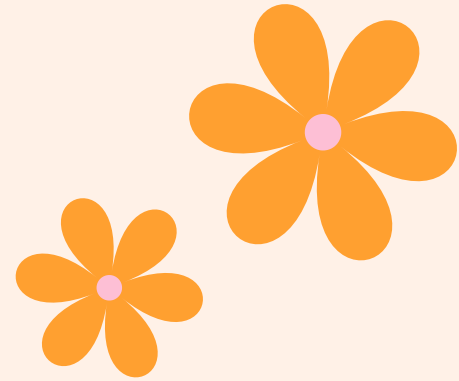WAGAR PROJECT | Succession Planning Training

Building Collective Power: Collaboration & Impact

Workshop Series | Session Four

Thu, 2nd May

Ice Breaker

Flower Petals:

What Made Me Who I Am Today

✽ Today, four women will be invited to share their flowers.

✽ Before sharing: reflect on the sharing before you by showing appreciation and mentioning what stood out to you.

✽ After sharing: pick a new person to share their flower.

SESSION FOUR OBJECTIVES

ONE
- Explore the various types of conflict mechanisms to effectively manage and resolve conflicts in organisations

TWO
- Identify relevant policies and procedures to establish within impact organisations working with marginalised communities.

THREE
- Identify opportunities and considerations for impact-driven collaboration

Today's Topics

1. Group Presentations

2. Conflict Resolution Mechanisms

3. Policies and Procedures

Group Presentations

Governance Structures in Our Organisation

Conflict Resolution Mechanisms

Implement mechanisms to effectively manage and resolve conflicts and promote healthy communication and relationships

- Mediation & Facilitated Dialogues
- Negotiations
- Peer Review Panels
- Conflict Coaching, Training & Capacity Building
- Collaborative Problem Solving
- Conflict Resolution Policies

Conflict Resolution Mechanisms

Mediation & Facilitated Dialogues

- Internal or external mediators as a neutral third party, facilitating communication and negotiation between conflicting parties, to help them reach a mutually acceptable resolution.

- Trained facilitators can help conflicting parties communicate effectively, clarify misunderstandings and identify common ground for finding solutions, in a structured and guided conversation to explore issues, interests and perspectives in a safe and respectful environment.

Conflict Resolution Mechanisms

Negotiations

- Involves parties engaging in discussions and bargaining, to reach a mutually acceptable agreement that satisfies their interests and needs.

- Negotiation techniques can be used to resolve conflicts related to resource allocation, programme decisions or partnership agreements.

Conflict Resolution Mechanisms

Peer Review Panels

- Consist of peers or colleagues who are impartial and knowledgeable about the organisation's work, tasked with reviewing and resolving conflicts that arise among staff or volunteers.

- Can be established to provide a confidential and informal forum for resolving disputes within the organisation.

Conflict Resolution Mechanisms

Collaborative Problem Solving

- Brings conflicting parties together to work collaboratively on identifying and implementing solutions to underlying issues or challenges.

- Nonprofits can facilitate problem-solving workshops or team-building activities to encourage collaboration, creativity and innovation in addressing conflicts.

Conflict Resolution Mechanisms

Conflict Coaching, Training & Capacity Building

- <u>One-on-one conflict coaching sessions</u> can support individuals to understand and manage conflicts effectively by developing skills in communication, negotiation, and conflict resolution.

- <u>Training workshops, seminars or resources</u> can equip leaders and teams with skills and knowledge to constructively prevent, manage, and resolve conflicts.

Conflict Resolution Mechanisms

Conflict Resolution Policies

- Develop formal policies and procedures for addressing conflicts, outlining steps to be followed and roles and responsibilities of individuals involved in the resolution process.

- Clear policies help ensure consistency, transparency and fairness in managing conflicts within the organisation.

Conflict Resolution Mechanisms

Implement mechanisms to effectively manage and resolve conflicts and promote healthy communication and relationships

- Mediation & Facilitated Dialogues
- Peer Review Panels
- Collaborative Problem Solving
- Negotiations
- Conflict Coaching, Training & Capacity Building
- Conflict Resolution Policies

Policies & Procedures

- Develop and implement policies and procedures as formal governance systems of the organisation's operations, including financial management, human resources, risk management and compliance with legal and regulatory requirements

- Additional policies when working with marginalised communities include:

| Code of Conduct & Ethics | Advocacy & Public Engagement | Safeguarding | Monitoring, Evaluation, Assessment & Learning (MEAL) |

Data Privacy & Confidentiality

Partnerships & Collaborations

Code of Conduct & Ethics

- A guideline for the ethics of an organisation, and the behaviour of staff, volunteers and stakeholders, which emphasises the significance of upholding organisational values, mission and reputation

- Developed based on the principles of integrity, honesty, respect, fairness and accountability

- Explains instances of conflicts of interest and outlines the disclosure mechanisms which should be followed by staff, volunteers and stakeholders

- Includes reporting mechanisms such as whistleblower policies and confidential channels, when violations, abuses and unethical practices are discovered

- Often a formal document shared with all staff and volunteers, which can additionally published on the organisation's website (Link: example)

Safeguarding

- Recognises how power dynamics and abuse of power can lead to harm, abuse and exploitation of vulnerable individuals

- Enforced safeguarding policies establish boundaries to uphold safe environments and minimise potential risks for marginalised groups such as refugee women and children

- Common policies include:
  - Preventing Sexual Exploitation, Abuse and Harassment Policy (PSEAH)
  - Child Protection & Safeguarding Policy
  - (Link: example 1, example 2)

- May often include training and capacity-building to educate staff, volunteers and stakeholders on safeguarding policies and procedures

Advocacy & Public Engagement

- Guide staff, volunteers and stakeholders in designing and implementing advocacy and public engagements according to the objectives and values of the organisation (Link: example 1, example 2)

- Outlines the focus and boundaries when raising awareness and mobilising support, keeping in mind potential risks to safeguard

- Identifies types of strategies which can be employed: e.g. lobbying, campaigns, media outreach, community events, workshops, social media

- May include policies on establishing advocacy partnerships and standardised templates (Link: example)

Data Privacy & Confidentiality

- Ensures that sensitive information developed, collected and recorded are protected, upholding the confidentiality and safety of staff, volunteers, beneficiaries and other stakeholders

- Complying with legal and ethical requirement when managing data such as personal information, health records and financial data

- Including data handling practices: e.g. encryption, password protection, access controls

- Outlined and developed confidentiality agreements to inform stakeholders on use of data, ensure secure handling of information and response processes to data breaches

- Containing a formal documented policy and consent forms (Link: example)

Partnerships & Collaborations

- As a guideline for exploring, initiating and implementing formal partnerships and collaborations with other external groups and stakeholders (Link: **example 1**, **example 2**)

- Ensures alignment of shared expectations, values, objectives and goals with partners and collaborators, to achieve collective impacts

- As a base framework for effective agreements through established partnership agreements and MOUs (Memorandum of Understanding)

- Including foundational collaboration strategies encompassing communication, decision-making and conflict resolution among partners and collaborators

Monitoring, Evaluation, Assessment & Learning (MEAL)

- Enhances organisational effectiveness and accountability in achieving impact with a framework of MEAL standards, processes and principles
(Link: <u>example</u>)

- MEAL – four main components:
  - Monitoring – collect, document and analyse progress
  - Evaluation – assess program designs, implementation and outcomes
  - Accountability – iniatives to balance and respond to stakeholder needs
  - Learning – reflections on lessons and opportunities for improved design

- Ensures that the organisation's initiatives and their outcomes are observed and assessed, to continously improve efforts based on learnings in a systematic way to maximise the organisation's impact.

Policies & Procedures

- Develop and implement policies and procedures as formal governance systems of the organisation's operations, including financial management, human resources, risk management and compliance with legal and regulatory requirements

- Additional policies when working with marginalised communities include:

Code of Conduct & Ethics

Advocacy & Public Engagement

Safeguarding

Monitoring, Evaluation, Assessment & Learning (MEAL)

Data Privacy & Confidentiality

Partnerships & Collaborations

GUIDES & COURSES ON DEVELOPING POLICIES

Code of Conduct & Ethics

- (WANGO) NGO Code of Ethics Checklist – *Organisational Ethics & Values*
- (CHRON) NPO Employee Code of Conduct Guide – *Staff Behaviour*
- (AIHR) Code of Conduct Template Guide

Safeguarding

- (bond) Good Governance for Safeguarding Guide – *General Safeguarding*
- (Onokemi Onojobi) Establish Child-Safe Environments to Prevent Child Sexual Abuse Course – *Child Sexual Abuse Safeguarding*
- (CHS Alliance) PSEA Implementation Quick Reference Handbook – *PSEAH Safeguarding*

GUIDES & COURSES ON DEVELOPING POLICIES

Data Privacy & Confidentiality

- (PWC) Personal Data Privacy Toolkit for NGOs
- (White Fuse) Data Protection Policy Template
- (UNHCR) Best Practices Guidance on Consent – Consent Forms

Partnerships & Collaborations

- (Bridgespan) Partnerships and Collaboration Guide
- (GNDR) Partnering Policy Checklist

Monitoring, Evaluation, Accountability, and Learning (MEAL)

- (EvalCommunity) MEAL Policy Guide

Homework

Deadline: Wednesday, 8th May

- In your own refugee-led women organisation, work together to discuss and complete the following pages from WANGO's 'Code of Ethics & Conduct for NGOs' Checklist:
    - Mission & Activities – page 18 & 19
    - Conflict of Interest – page 33
    - Accountability – page 48
    - Partnerships, Collaboration & Networking – page 52 & 53

- When completed, one representative should submit the file via email

Session Four End