

# SOP TRAINING WORKSHOP

## Participant Manual

**GBV AOR**  
**Gender-Based Violence Area of Responsibility**  
**Global Protection Cluster**

**May 2010**

*The GBV SOP Workshop Package was developed by the Gender-based Violence Area of Responsibility Global Working Group (GBV AOR) in the Global Protection Cluster. Development of this workshop manual was a collaborative process jointly led by UNHCR's Community Development, Gender Equality and Children Section and UNFPA's Humanitarian Response Branch.*

**Gender-Based Violence Area of Responsibility  
Global Protection Cluster**

**May 2010**

<http://onerresponse.info/GlobalClusters/Protection/GBV>

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# SOP Training Workshop

## Participant Manual

### INTRODUCTION AND OVERVIEW

The *GBV Standard Operating Procedures Guide* was published by the IASC SWG on Gender and Humanitarian Action in 2008. The Guide includes detailed guidance on the process of developing GBV SOPs in field sites and includes a template that can be used to develop local SOPs. The Guide emphasizes the importance of a collaborative and participatory process for developing the procedures and agreements contained in an SOP document.

This SOP Workshop Package was developed in 2009 to support individuals and country teams in the use of the SOP Guide. The workshop emphasizes both the content of SOPs and the process for developing them. Although all sections in the SOP guide are covered in the workshop, emphasis is placed on specific topics and issues that have proven especially challenging in the field. Using a combination of small group work, experiential exercises, and participatory lecture/discussions, participants build their knowledge and skills about both the content of the SOP guide and the leadership and team-building needed to facilitate development of a set of good quality standard operating procedures for prevention and response to gender-based violence in a particular setting.

### PRE-WORKSHOP PREPARATION

All participants are expected to arrive at the workshop prepared to actively engage in discussions throughout the workshop.

- ▶ Read and become familiar with the contents of the SOP Guide. Conference organizers will send the SOP guide to participants in advance to allow time for this reading. It should be noted that the workshop involves analysis and discussion around key issues and common challenges in using the SOP Guide. For this reason, participants must be familiar with the guide before the workshop begins. The workshop is not aimed at basic training on the SOP Guide contents, as this can be done by reading the guide and becoming familiar with its contents.
- ▶ Obtain a copy of the current Standard Operating Procedures document used in your setting – and bring it to the workshop. The conference organisers may also request a copy of your SOP in advance of the workshop. You should be very familiar with what is in your SOP and how it was developed. Some of the workshop activities involve you reviewing your SOP and comparing it to the recommended good practices discussed in the workshop.

- ▶ Organise the first follow-up meeting of the SOP workshop in your office for immediately after your return. Invite your GBV team members and give the location, date and time. Share this information with the SOP workshop organisers. This way you will meet both phases of this workshop: the SOP workshop itself and follow-up action in your setting. The outcome and draft (initial) action plan from your follow-up meeting should be shared with the SOP workshop organisers within 2-4 weeks after the end of the SOP workshop.

## SESSION 1. WORKSHOP OPENING

### WORKSHOP PURPOSES

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The over-arching purpose of this training conference is **to strengthen good quality GBV prevention and response, including coordination, in the targeted field sites**. Specifically, the workshop will enable participants to facilitate development of multi-sectoral GBV prevention and response procedures and practices in their settings.

The intention is that both the process and the final results of developing SOPs will be good quality, appropriate, ethical, safe, and participatory. The SOP guide will be used as intended in the field; that is, developing SOPs will be a participatory process among multi-sectoral actors and the SOP “product” will be a living document with ethical and safe practices that are realistic and community-based, with specific practices and procedures for well coordinated good quality prevention and response interventions. The resulting SOP document will be used, revised, expanded, and improved over time.

The workshop will enable participants to:

- ❖ Return to their field sites and **facilitate the development / revision of SOPs** with their GBV team members and colleagues locally and nationally using the SOP Guide.
- ❖ **Carry the knowledge and skills from this workshop to future posts** in other field settings where they can again facilitate SOP development.

### LEARNING OBJECTIVES

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By the end of the training, participants will be able to...

1. Describe the process for developing effective SOPs and be able to explain it to colleagues in the field; including the importance of the process itself.
2. Identify the issues that are key challenges for field teams when developing SOPs, and implement strategies for resolving those issues and challenges.
3. Understand all of the elements and sections in the SOP template, and be able to identify the essential elements and those that may be optional in some contexts.

## AGENDA

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### Day One

Timing	Session
09:00 – 10:30	<b>Session 1. Workshop Opening</b>
10:30 - 10:45	<i>Tea Break</i>
10:45 – 12:45	<b>Session 2. The SOP Guide and the Development Process</b>
13:00 - 14:00	<i>Lunch</i>
14:00 – 15:00	<b>Session 3. Your SOP Development Process</b>
15:00 - 15:15	<i>Tea break</i>
15:15 – 16:45	<b>Session 4. Guiding Principles</b>
17:00-17:15	Review and close for the day

### Day Two

Timing	Session
09:00 – 10:30	Workshop opening, plan for the day, announcements <b>Session 5. Guiding Principles Part Two – Information Sharing</b>
10:30 – 10:45	<i>Tea break</i>
10:45 – 12:30	<b>Session 6. Reporting and Referral Procedures</b>
12:30	<i>Lunch</i>
13:30 – 14:00	<b>Session 7. Roles and Responsibilities for Prevention and Response</b>
14:00 – 15:30	<b>Session 8. Coordination</b>
15:30	<i>Tea break</i>
15:45 – 16:45	<b>Session 9. SOP Review and Reflection</b>
16:45 – 17:00	Review and close for the day

### Day Three

Timing	Session
09:00 – 10:00	Workshop opening, plan for the day, announcements <b>Continued - Session 9, SOP Review and Reflection</b>
<b>10:00 - 10:30</b>	<b>Session 10, Documentation, Data, and Monitoring</b>
10:30/10:45	<i>Tea break</i>
10:45 – 12:30	<b>Continued – Session 10, Documentation, Data, and Monitoring (small group work)</b>
12:30	<i>Lunch</i>
13:30 – 14:00	<b>Continued – Session 10, Documentation, Data, and Monitoring</b>
14:00 – 15:45	<b>Session 11, Planning</b>
15:45 – 16:00	<i>Tea break</i>
16:00 – 17:00	<b>Session 12, Closing</b>

## MATERIALS

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In addition to this Participant Manual, you will be provided with copies of the following documents, guides, and materials. All of these materials will be used during the workshop and you will need them when you return to your field site.

*Guidelines for gender-based violence interventions in humanitarian settings: focusing on prevention of and response to sexual violence in emergencies.* Geneva, Inter-Agency Standing Committee, 2005.

*Sexual and gender-based violence against refugees, returnees, and internally displaced persons: guidelines for prevention and response.* Geneva, United Nations High Commissioner for Refugees, 2003.

*WHO ethical and safety recommendations for researching, documenting and monitoring sexual violence in emergencies.* Geneva, World Health Organization, 2007.



## SESSION 2. THE SOP GUIDE AND THE DEVELOPMENT PROCESS

### DESCRIPTION

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This session begins with a general orientation to the contents of the SOP Guide, then focuses on the process of developing SOPs in individual settings and an overview of how to use the SOP Template.

### LEARNING OBJECTIVES

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1. To gain general awareness of the contents of the SOP guide
2. To learn the importance of a careful process in developing/revising SOPs
3. To increase familiarity with the SOP template and how to use it

## SCORE CARD - STANDARD OPERATING PROCEDURES

*This document is intended as an informal assessment of the current status of the SOP in your setting. Use this as a guide through the workshop to measure your setting's SOP against the standards and recommendations in the 2008 SOP Guide.*

Section and Issue	Quick Assessment (check one)				Comments, Notes
	Not done	Started, not finished	Complete - but does not meet standards for essential issues, technical quality, participation, inclusion, and/or transparency	Complete-meets all suggested standards	
<b>1. Introduction</b>					
Purposes					
Key resources					
Scope					
Acronyms list					
<b>2. Setting(s)</b>					
<b>3. Definitions &amp; Terms</b>					
General terms					
Case definitions					
<b>4. Guiding principles</b>					
<b>5. Reporting &amp; referral mechanisms</b>					

Section and Issue	Quick Assessment (check one)				Comments, Notes
	Not done	Started, not finished	Complete - but does not meet standards for essential issues, technical quality, participation, inclusion, and/or transparency	Complete-meets all suggested standards	
Disclosure/reporting (entry points)					
SEA protocols					
Mandatory reporting					
Help-seeking/referral pathway					
Consent/information sharing					
Immediate response/referrals					
Child survivors					
<b>6. Response</b>					
Health/medical					
Psychosocial					
Security					
<b>7. Prevention</b>					
All parties					

Section and Issue	Quick Assessment (check one)				Comments, Notes
	Not done	Started, not finished	Complete - but does not meet standards for essential issues, technical quality, participation, inclusion, and/or transparency	Complete-meets all suggested standards	
Community leaders					
Community groups					
Health/medical					
Psychosocial					
Security					
Legal justice					
Other clusters/sectors					
<b>8. Informing the community</b>					
<b>9. Documentation, data, monitoring</b>					
Intake/incident form					
Incident report data					
Qualitative data					
Indicators					

Section and Issue	Quick Assessment (check one)				Comments, Notes
	Not done	Started, not finished	Complete - but does not meet standards for essential issues, technical quality, participation, inclusion, and/or transparency	Complete-meets all suggested standards	
Monitoring report(s)					
<b>10. Coordination</b>					
Coordination mechanisms					
Coordinating agency(ies)					
Local GBV working group					
Sub-national GBV working group					
National GBV working group					
Case management meetings (local)					
<b>11. Signatories</b>					
Annexes					



## SESSION 3. YOUR SOP DEVELOPMENT PROCESS – SMALL GROUP DISCUSSIONS

### DESCRIPTION

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This is a group discussion to review and analyse the process for SOP development in participants' sites. This discussion helps to emphasise the importance of the process, demonstrate how good processes will facilitate good SOPs, and will lay the foundation for more in-depth discussions and planning later in the workshop.

### LEARNING OBJECTIVES

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1. Gain a general understanding of the current status of participants' SOP work in terms of the best practices for the process of developing SOPs
2. Team building

## REFLECTION ON SOP PROCESS

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*As a first step toward the more in-depth discussions and planning later in the workshop, this time should allow team members to gain a general understanding of the current status of the SOP in their setting, in terms of reflecting on what has occurred and what could occur in terms of the best practices for the process of developing the SOP.*

The following are suggested to help start your discussion.

1. Share what you know about how the current SOP was developed, such as
  - a. When was it developed and revised (if it has been revised)
  - b. What kind of process was used
  - c. Who led the process? An individual or a team?
  - d. Who was involved, who participated, who provided input, who reviewed drafts (consider organisations, sectors/clusters, technical expertise, etc.)
  
2. Share information, opinions, observations, and even rumours of the usefulness and effectiveness of the process used to develop the SOP.
  - a. Were the “right” people involved? Why or why not?
  - b. Was the process participatory and well facilitated? Why or why not?
  - c. Were drafts shared with the entire group as the SOP was developed?
  - d. Was the final SOP signed by the core group? Was this done individually or together? Was there some sort of official ceremony that involved the community and humanitarian leadership?
  
3. Where are we now?
  - a. If the process was inclusive, transparent, participatory, and had appropriate technical input – do we have an effective SOP that is well and appropriately used and known by the community? Why or why not?
  - b. If the process did not meet those standards – is our SOP well and appropriately used and known by the community?

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**OR**, if you do not have an existing SOP in your situation:

Use this time to reflect as a team on where you think you are in the 7-Step development process. Consider also:

- Who might be most appropriate as the “core group”
- Who might be the most effective leader of this process
- Who is involved and who should be engaged to become involved

## SESSION 4. GUIDING PRINCIPLES

### DESCRIPTION

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The four Guiding Principles – Safety, Confidentiality, Respect, and Non-Discrimination – are emphasized in all GBV resource and guidance materials. Using and applying these guiding principles, however, can present real challenges in the field. In this session, case studies are used to illustrate the use of the guiding principles and encourage participants to think through how to negotiate with team members to ensure compliance with these fundamental principles.

### LEARNING OBJECTIVES

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1. Renewed commitment to adherence to the guiding principles.
2. Understand the importance of adherence to the guiding principles as individuals and as a team.
3. Understand and agree about the importance of carefully managing the challenges in adhering to the guiding principles.



## SESSION 5. GUIDING PRINCIPLES PART TWO - INFORMATION SHARING

### DESCRIPTION

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Information sharing is vital to multi-sectoral action to address GBV. It is also complex and requires careful consideration of essential ethical and safety issues. This session emphasises ethical and safety issues in sharing information and introduces a sample information-sharing protocol that can be adapted in any setting.

### LEARNING OBJECTIVES

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1. Be familiar with ethical and safety considerations of sharing GBV data
2. Know how to establish or refine information sharing protocols with partners.

**<SAMPLE>**  
**GBV Information Sharing Protocol**  
**between data gathering organizations**

**NOTE:** *This sample protocol was developed for use with the GBV Information Management System (GBVIMS). This sample can be adapted for use in sites where the GBVIMS has not yet been implemented.*

### PURPOSE

This information sharing protocol is to set out the guiding principles and describe procedures for sharing anonymous consolidated data on reported cases of GBV. [INSERT NAME OF SELECTED NATIONAL CONSOLIDATION AGENCY] in its capacity as [INSERT coordinating organization name: can be the sub-cluster lead, GBV working group lead, lead NGO etc.] lead for GBV prevention and response work in [INSERT THE NAME OF THE COUNTRY].

The data gathering organizations recognize that sharing and receiving consolidated GBV data will contribute towards improved inter-agency coordination, identifying and targeting gaps, prioritization of actions, and improved programming of prevention and response efforts. It may also result in improved advocacy efforts, increased leverage for fund raising and resource mobilization, and improved monitoring. All agencies will protect information to ensure that no harm comes to any survivor or the community from information sharing efforts.

### GROUND RULES

Information submitted by data gathering organizations to [NATIONAL CONSOLIDATION AGENCY] will only be submitted in the agreed-upon format and will not contain any identifying information of survivors or agencies.

The information shared by implementing agencies will be consolidated by [NATIONAL CONSOLIDATION AGENCY] into a report. This report can be shared externally, meaning with others outside those adhering to this information sharing protocol, only with consent and agreement from all implementing agencies.

[Insert names of all approved agencies/entities for data sharing here:](#)

All survivor-specific information that can lead to identification of the survivor will not be shared, e.g., name, initials, sub-county, date of birth, etc.

When approval of data sharing is attained, [NATIONAL CONSOLIDATION AGENCY] must share the data along with the following relevant caveats:

- **The data is only from *reported cases*.** The consolidated data is in no way representative of the total incidence or prevalence of GBV in any one location or group of locations.
- The aggregate data is based on monthly consolidated reports submitted from GBVIMS partners for the purposes of:
  - GBV prevention and response program planning, monitoring and evaluation
  - Identification of programming and service delivery gaps
  - Prioritization of actions and next steps
  - Improved service delivery
  - Policy and advocacy
  - Resource mobilization

#### MONTHLY REPORTS<sup>1</sup> and INFORMATION SHARING PROCEDURE

1. Data gathering organizations will submit the monthly report to [NATIONAL CONSOLIDATION AGENCY]
2. The reports will be submitted [DAY] of each month.
3. The reports will include information defined in the Monthly Reporting Tables (see Annex)
4. Two (2) weeks after receipt of the reports from data gathering organizations, [NATIONAL CONSOLIDATION AGENCY] will have consolidated all reports, including a brief analysis of the data received. The aggregate report will be sent back to all the data gathering organizations, with all data gathering organizations' identifying information deleted.
5. Areas of coverage: The aggregate reports will reflect the following geographical areas based on the data gathering organizations providing data [INSERT COVERAGE AREAS]

#### DATA SECURITY

[NATIONAL CONSOLIDATION AGENCY] and the data gathering organizations will ensure that all data is safe and secure and will implement appropriate procedures to maintain confidentiality of the data. Organizations will submit a Word document in 'read only' form and will employ password protection. The password for these submitted files has been agreed among all agencies.

[NATIONAL CONSOLIDATION AGENCY] has outlined during the creation of this protocol how the data will be:

- Received
- Stored/deleted
- Protected in the computer
- Used by whom (who has access to the data and the computer)

#### [NATIONAL CONSOLIDATION AGENCY]

The monthly reports are shared with [NATIONAL CONSOLIDATION AGENCY] in its capacity as lead GBV organization. In the event that the leadership changes hands, the information sharing protocol will be reviewed by each of the data gathering organizations.

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<sup>1</sup> See Annex to this document for list and samples of reporting tables.

## WHEN OTHERS REQUEST GBV INFORMATION

When agencies or actors not already approved for data sharing by the data gathering organizations request GBV information, [NATIONAL CONSOLIDATION AGENCY] will issue a written request to each of the data gathering organizations every time there is a request to receive the consolidated data, specifying the reason/purpose for the request for information, what the information will be used for, how the information will be used, and how the information produced with the consolidated data and analysis will be fed back to the data gathering organizations.

The consolidated data will be shared only after receiving consent from the data gathering organizations. When a request for data sharing is submitted by the [NATIONAL CONSOLIDATION AGENCY], the data gathering organizations will respond to the request within five (5) working days.

A party that has had access to the consolidated data must direct any request for the shared data to [NATIONAL CONSOLIDATION AGENCY]. For example, if the Ministry of Gender receives the consolidated data from the consolidation agency and then the Ministry of Justice requests to receive that same information from the Ministry of Gender, then the Ministry of Gender needs to refer the Ministry of Justice back to [NATIONAL CONSOLIDATION AGENCY] who will be responsible for getting in touch with the data gathering organizations before sending out the consolidated data to the Ministry of Justice.

[Insert names of all approved agencies/entities that have been approved to access consolidated data here:](#)

By this information sharing protocol, the data gathering organizations understand that they can refer any request for information to [NATIONAL CONSOLIDATION AGENCY] who can then share the consolidated data after receiving a written request.

## TIME LIMIT

Once agreed, this information sharing protocol will take effect on [DATE], and will be on trial basis until [DATE], upon which the data gathering organizations will review the effectiveness of, use of and adherence to the protocol.

Data gathering organizations reserve the right to stop sharing data for any reason at any time, and will inform [NATIONAL CONSOLIDATION AGENCY] in writing if/when they do so.

## BREACHES

In cases of breach by any of those participating in this information sharing protocol, information sharing will cease until resolved, responsible parties will be held accountable and the information sharing protocol will be reviewed.

The data gathering organizations reserve the right to refuse sharing information about GBV reported cases to any external actor.

## ANNEX REPORTING TABLES

*The Annex should contain samples of the reports to be submitted Monthly and/or Quarterly. If the GBVIMS is implemented in the site, there are a set of recommended standard reports. In sites where the GBVIMS is not yet implemented, the GBV team will need to discuss and agree about what data will be shared. (See SOP Guide, Template section 9 – Documentation, Data and Monitoring).*



## SESSION 6. REPORTING AND REFERRAL PROCEDURES

### DESCRIPTION

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Building onto the ethical and safety issues covered in previous sessions, reporting and referral procedures are discussed here with emphasis on ethics and safety as well as right-based, community-based, and survivor-centred approaches.

### LEARNING OBJECTIVES

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1. Identify the key elements that must be put into place for effective and good quality reporting and referral procedures.
2. Be able to use and adapt the sample referral pathway for a meaningful and specific pathway in individual settings.



## SESSION 7. ROLES & RESPONSIBILITIES FOR PREVENTION AND RESPONSE

### DESCRIPTION

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This session goes further into the inter-agency and multi-sectoral functions of GBV interventions for both response and prevention. Case examples are included as a way of discussing real life issues and challenges.

### LEARNING OBJECTIVES

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1. Be familiar with the depth and breadth of response and prevention interventions that should be described in an SOP document.
2. Understand that the GBV Guidelines provide the standards, and the SOP describes how those are put into place in an individual setting (i.e., not vice versa)



## SESSION 8. COORDINATION

### DESCRIPTION

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Good coordination is essential to inter-agency and multi-sectoral GBV work. This session covers the principles of coordination as well as the principles of partnership. A lively group activity helps participants to think in more depth about the *how* and the *why* of collaboration, cooperation, communication, and coordination.

### LEARNING OBJECTIVES

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1. Be familiar with the contents and good practices in this section.
2. Begin to identify strengths and weaknesses of existing coordination mechanisms

## PRINCIPLES OF GOOD COORDINATION

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1. Ensure that the needs of beneficiaries are taken into account, not just the needs of humanitarian actors
2. Respect those who are participating in the process.
  - Set up a regular procedure for coordination, including
    - having a specific meeting time and place
    - maintaining ground rules and clear objectives (use time wisely and state decisions clearly)
    - producing action-oriented minutes and following-up/following-through on those actions
3. Avoid duplication of efforts/support a synergy and harmonization of action
4. Develop allies, minimize discord
5. Document research and decisions and SHARE them
6. Make rational and appropriate use of local resources
7. Monitor performance and impact of the coordination efforts, especially on *GBV programming*
8. Prevent 'burnout' and frustration/diminished motivation by
  - planning carefully, and being clear about roles and responsibilities
  - creating opportunities for reflection and social cohesion/networking (socializing)\
9. Due to the high turnover of staff in all agencies, ensure that alternates are in place and that they follow-up on regular coordination meetings/activities so that there are no breaks and gaps in coordination.

## PRINCIPLES OF PARTNERSHIP

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### A Statement of Commitment

*Endorsed by the Global Humanitarian Platform, 12 July 2007*

The *Global Humanitarian Platform*, created in July 2006, brings together UN and non-UN humanitarian organizations on an equal footing.

- Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve,
- Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations,
- Committed to building and nurturing an effective partnership,

... the organizations participating in the **Global Humanitarian Platform** agree to base their partnership on the following principles:

#### **Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

#### **Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

#### **Result-oriented approach**

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

#### **Responsibility**

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

#### **Complementarity**

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.



## SESSION 9. SOP REVIEW AND REFLECTION

### DESCRIPTION

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This discussion builds on participants' earlier reflection about the process used to develop the SOP and the current status of that development process. In this discussion, team members will share their views and discuss the SOP "score card". This session is another step toward developing a country plan to strengthen the SOP for Prevention and Response to GBV in participants' settings. Through plenary discussions, country teams will also be able to learn from each other.

### LEARNING OBJECTIVES

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1. Identify strengths of existing SOP in your setting.
2. Identify weaknesses, gaps, and areas needing further development in the SOP in your setting.

## SOP REVIEW AND REFLECTION

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### Country Team Discussion

*This discussion builds on your earlier reflection about the process used to develop your SOP and the current status of that development process. In this discussion, team members will share their views and discuss the SOP “score card”. This session is another step toward developing a country plan to strengthen your setting’s SOP for Prevention and Response to GBV. Through plenary discussions, country teams will also be able to learn from each other.*

1. If you have not already done so, designate at least one person as note-taker so that you all have the key points for your discussions so far.
  
2. Using your SOP Score Card as a guide, discuss among your team each section of the SOP template.
  - Share information with each other about notes you have made
  - Share any insights or new ideas you have
  - Identify strengths, weaknesses, and gaps
  - Discuss and try to come to agreement on the current “score” for each section
  
3. Begin on Page 1, Section 1 (Introduction) and continue in order.

**Note:** Skip Section 9 (Documentation, Data, and Monitoring); we will work on that section later in the workshop.

## SESSION 10. DOCUMENTATION, DATA, AND MONITORING

### DESCRIPTION

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Good quality programming requires good quality documentation, data, and monitoring. Given that GBV is universally under-reported, programme monitoring requires seeking qualitative information as well as quantitative data about reported incidents. Real life case studies and group exercises are used to encourage participants to develop useful measures that can help to guide GBV interventions.

### LEARNING OBJECTIVES

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1. Identify the value of qualitative quantitative data, and ideas for gathering and using these data
2. Understand the importance of the GBV team's monitoring activities and how to lead and manage monitoring

## RESOURCES FOR GBV MONITORING & EVALUATION

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Bloom, S.S. *Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators*. Measure Evaluation, University of North Carolina at Chapel Hill, USA, 2008. Available at: [www.cpc.unc.edu/measure/publications/pdf/ms-08-30.pdf](http://www.cpc.unc.edu/measure/publications/pdf/ms-08-30.pdf)

A compendium of monitoring and evaluation indicators focused on violence against women/girls, for programme managers, organisations, and policy makers working to address violence against women/girls at the individual, community, district/provincial, and national levels. Includes a chapter on Humanitarian Settings.

UN Division for the Advancement of Women (UNDAW), UN Economic Commission for Europe (UNECE) and UN Statistical Division. *Indicators to measure violence against women: Report of the Expert Group Meeting, 8 to 10 October 2007, Geneva, Switzerland, 2008*. Available at: <http://www.unece.org/stats/documents/ece/ces/ge.30/2007/mtg1/zip.3.e.pdf>

Report of an expert meeting which includes reviews of existing major national, regional and international initiatives aimed at developing indicators on violence against women.

UN Human Rights Council, *Report of the Special Rapporteur on Violence against Women, Its Causes and Consequences, Yakin Ertürk: indicators on violence against women and State response*, 29 January 2008. A/HRC/7/6. Online. UNHCR Refworld. Available at: <http://www.unhcr.org/refworld/docid/47cd6c442.html>

The second report of the UN Special Rapporteur on violence against women. The report includes a summary of activities in 2007 and a discussion of indicators to measure violence against women and State responses towards ending such violence.

### **General Guidance about monitoring multi-sectoral GBV interventions in humanitarian settings**

*Guidelines for gender-based violence interventions in humanitarian settings: focusing on prevention of and response to sexual violence in emergencies*. Geneva, Inter-Agency Standing Committee, 2005.

Action Sheet 2.2 describes the minimum activities for monitoring, and includes sample output indicators for each sector/cluster or area of intervention.

### **M&E Training Resources**

MEASURE Evaluation's Monitoring and Evaluation Network of Training Online Resources (MENTOR), makes free training materials and tools on M&E topics available for researchers, programme managers, trainers, policy makers, students, and other public health professionals. Includes free online or CD-ROM training courses

<http://www.cpc.unc.edu/measure/training/mentor>

## SESSION 11. PLANNING

### DESCRIPTION

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Country or local GBV teams meet to develop their plan for developing or strengthening the SOP for the setting. This is a group planning session using a detailed planning tool.

### OBJECTIVE

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- Develop a plan for developing or strengthening the SOP in your setting, which will help you to achieve one of the purposes of this workshop:  
*To rreturn to your field sites and facilitate the development / revision of SOPs with your GBV team members and colleagues locally and nationally using the SOP Guide.*

## SOP PLANNING TOOL

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### You will need:

- Your SOP Score Cards
- Notes from your two review and reflection discussions; one about the SOP *process* and the other about SOP *content*
- Timekeeper (to be sure you finish on time !!!)
- Recorder to fill in the Word document on a laptop

1. Start by agreeing to a list of *general actions* that need to be undertaken (see next page).

#### Mandatory:

- Meet with GBV coordinating team at national and local levels as relevant to disseminate information from this workshop and the plan developed here as already organised as the pre workshop requirement. Outcomes and initial plans will be shared with SOP workshop organisers within a month.

#### Some examples might be:

- Meet with security and justice stakeholders to engage their participation
- Meet with women and girls in the community to gather their input and engage their participation
- Conduct an orientation/training meeting on the IASC GBV Guidelines and the SOP Guide
- Convene a series of meetings with stakeholders (and be specific about which stakeholders to group together in meetings)
- Organize a series of SOP discussions, section by section

2. Identify who will be responsible for ensuring that those actions are undertaken.
3. Specify timelines (month and year)
4. Be sure to capture notes, comments, ideas, suggestions that have come from your discussions during this workshop.
5. Fill in this planning tool in Word and provide a copy to the facilitators; email a copy to your country team colleagues who are here.
6. We hope that the final actions on this planning document will be the signing of your new or revised SOP and anticipated review dates.

Date \_\_\_\_\_

### SOP Plan of Action

Setting \_\_\_\_\_

Names of planning group participants:

Action	Notes, Description	Who Responsible Person/Organisation	Timeline by what month and year
Send the SOP Guide to all members of your GBV team	Request that all team members read and become familiar with the SOP Guide		
Follow up meeting of SOP core group	This meeting should have been scheduled and organized as part of pre-workshop activities – give specific date		









**Gender-Based Violence Area of Responsibility  
Global Protection Cluster**

**May 2010**

<http://onerresponse.info/GlobalClusters/Protection/GBV>