

JOINT CONSORTIUM OF IRISH HUMAN RIGHTS, HUMANITARIAN &  
DEVELOPMENT AGENCIES, IRISH AID AND GOVERNMENT AGENCIES

# GENDER BASED VIOLENCE

## Ireland Responding

A GUIDANCE NOTE ON INSTITUTIONALISING GENDER BASED VIOLENCE  
PREVENTION AND RESPONSE WITHIN ORGANISATIONS

liberia  
darfur  
rwanda  
democratic republic of congo  
bosnia  
kosovo  
pakistan  
india



In 2005, the Irish Consortium on Gender Based Violence<sup>1</sup> published a report, *Gender Based Violence: a Failure to Protect, A Challenge to Action*. The report committed agencies to recognising gender based violence (GBV) as a human rights abuse and called on them to be accountable in preventing and responding to GBV. Agencies endorsed the six key recommendations in the report.

## → INTRODUCTION

liberia

democratic republic of congo

darfur

rwanda

kosovo

bosnia

pakistan

india

<sup>1</sup> Amnesty International, Christian Aid, Concern Worldwide, GOAL, Irish Aid, Oxfam Ireland, Self Help Development International and Trócaire were the eight founding members of the Consortium. Child Fund Ireland and DTalk joined while the study was underway. Since then, the Consortium has expanded to 13 members including Action Aid Ireland and the Defence Forces. The Irish Red Cross participates with the Consortium solely within the parameters of its mandate to prevent and alleviate human suffering without discrimination, to protect human dignity and to promote international humanitarian law and the protection provided therein. The Irish Red Cross is a member of the International Red Cross and Red Crescent Movement and is guided by the seven Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality.



## → KEY RECOMMENDATIONS

### **Key recommendations of *Gender Based Violence: a Failure to Protect, A Challenge to Action*:**

1. Institutionalise GBV responses at organisational level.
2. Support GBV programming: understand the context.
3. Make prevention and protection central to programming.
4. Improve service delivery: respond to GBV.
5. Engage with civil society.
6. Coordinate and collaborate with partners/other agencies.

In taking forward these recommendations, the Consortium established two working groups:

- (i) Human Resources, Learning and Training Working Group<sup>2</sup> with a focus on sharing best practice on institutionalising human rights and GBV responses at the organisational level, and
- (ii) GBV in Practice Working Group<sup>3</sup> which focuses on implementing GBV responses at field level.



This Guidance Note, based on the sharing of best practice distilled from a diverse range of organisations, was developed by the Human Resources, Learning and Training Working Group. Its purpose is to provide guidance on how to go about institutionalising GBV responses within organisations. The Note offers guidance on developing appropriate internal policies and strategies on GBV prevention and response, staff capacity development and training, and ways of supporting GBV responses internally. It is envisaged that, as the lessons are learnt on addressing GBV at field level, the GBV in Practice Working Group will be in a position to develop guidance related to addressing GBV in the field. It is intended that this Guidance Note is read alongside the main report.

<sup>2</sup> *The members of the working group include Amnesty International, Concern, Christian Aid, the Defence Forces, DTALK, Goal, the Irish Red Cross, Self-Help Development International, Trócaire, and Mary Jennings (Consultant).*

<sup>3</sup> *Best practice presentations were made by Amnesty International/An Garda Síochána (the Irish police service), Concern, Christian Aid, the Defence Forces, Irish Aid, the Irish Red Cross, and Trócaire. Presentations were also made on the work of Film Aid (Tanzania), UNHCR (Tanzania) and on the training initiative on Building Safer Organisations (Horn of Africa).*



**WHAT CAN WE DO?**



## INSTITUTIONALISE GBV PREVENTION AND RESPONSE AT ORGANISATIONAL LEVEL

### **Issue**

There is a silence that surrounds GBV and a resistance by international agencies to address it. Yet, GBV is an abuse of human rights (as well as a contravention of legal protection afforded in other bodies of law). Failure to address it risks accusations that aid agencies and non-governmental organisations are complicit.

To make progress, GBV prevention and response must have visibility, credibility, high level leadership and wide support. Its location within the organisational structure will drive the selection of priorities, e.g. if placed within human resources the likely focus will be on codes of practice and standards of behaviour; if placed within "emergency and relief" it risks not cutting across into post-conflict and development programming.

# ACTIONS



## ESTABLISH A POLICY OR INCORPORATE WITHIN AN EXISTING POLICY FRAMEWORK

Whether an organisation decides to develop a new policy on GBV or incorporates it within existing policy frameworks (e.g. on protection, gender, equality), the policy framework will need to consider four dimensions:

**Legal issues:** The potential for conflicts of interest arising between policy and implementation of codes of conduct e.g. potential differences between local national law and an organisation's human resources policy.

**Programming:** Embedding GBV Prevention and Responses in programming, supported by technical and financial resources.

**Staff development:** Provision of technical support, training, mentoring.

**Lesson learning:** Implementation of monitoring, review and evaluation; feeding back into design and programming.

### Example

UNHCR has developed policy responses in three areas:

- **Legal protection context:** training internal protection staff and partners on relevant human rights law; advising states on adapting national legislation to international standards; advice on how to deal with gender-related and human trafficking related refugee claims (procedure and substance, translation of the guidelines into regional and national languages).
- **Staff context:** a code of conduct and training on its implementation; support to management and refresher courses on the code of conduct; training of all staff to eliminate sexual harassment; abuse and exploitation.
- **Assistance:** multi-sectoral prevention and response teams; standard operating procedures on GBV prevention and response; programme guiding principles, individual guiding principles, and five key commitments to women (women-at-risk resettlement).

## SET STANDARDS OF BEHAVIOUR FOR ALL YOUR STAFF & PARTNERS AND ENFORCE THEM



Impunity for perpetrators of GBV is a significant contributor to its continuation. Thus, a workplace policy/code of conduct is required which sets out acceptable behaviour for staff and others associated with the organisation e.g. staff/families, contractors, partner agencies, visitors, suppliers and beneficiaries.

Once established, the code of conduct must be enforced, and appropriate mechanisms for doing so established at headquarters and programme country level; consistency in addressing cases of misconduct is required.

Experience indicates that such codes/standards need to be given much higher profile than currently prevails during recruitment and induction processes; there is also need for refresher courses on the code.

In establishing standards to which staff should adhere, support mechanisms should be established that accommodate thorough, fair and appropriate enquiry into allegations of GBV (existing disciplinary and grievance procedures need to be trusted; allow for confidentiality, fair representation etc.).

Ensure that staff in management positions have the competencies for, and training on, good human resources practice so that they are equipped to deal with GBV issues e.g. investigative procedures in line with best practice, within the legal framework, and within the principles of natural justice.

Set out organisational responsibility and the supports to be put in place, and ensure compliance.

Identify other possible entry points to reinforce GBV protection standards e.g. through agency policies and activities on bullying, harassment, discrimination, disciplinary and grievance procedures, establishment of help lines.

Globally, a large number of organisations have already developed codes of conduct which are available and can be tailored for individual agency use - it should not be necessary to develop a code of conduct from scratch (see list of examples below and references at the end of the document).

**Examples:**

- Concern has a Programme Participant Protection Policy (P4) which all staff, partners and visitors to Concern's programmes must sign. Its focus is on prevention rather than discipline and includes the following components:
- Incorporation of P4 into recruitment and induction process.
  - specific P4 training.
  - P4 contact persons nominated by staff (note, not necessarily Human Resource persons who are often more closely associated with discipline); and guidelines on how to roll out the policy within the organisation, with partners and with beneficiaries. Acceptance of this policy

by partner agencies is a requirement of any partnership agreement that Concern enters into.

- The Defence Forces have a workplace policy on human rights and a dignity charter designed to create awareness of the Defence Forces' role and obligations in relation to GBV and human rights. This is supported by training. They have introduced an independent confidential helpline, have a comprehensive induction process, as well as more stringent selection processes for all promotions and overseas work. They stress the importance of debriefing in creating space for complaints and use an external agency to conduct exit interviews. The Defence Forces highlight the potential link between sexual harassment and wider bullying and harassment. In line with UN guidance for peacekeepers, they have adopted 18 years as the legal age for sexual intercourse regardless of location.





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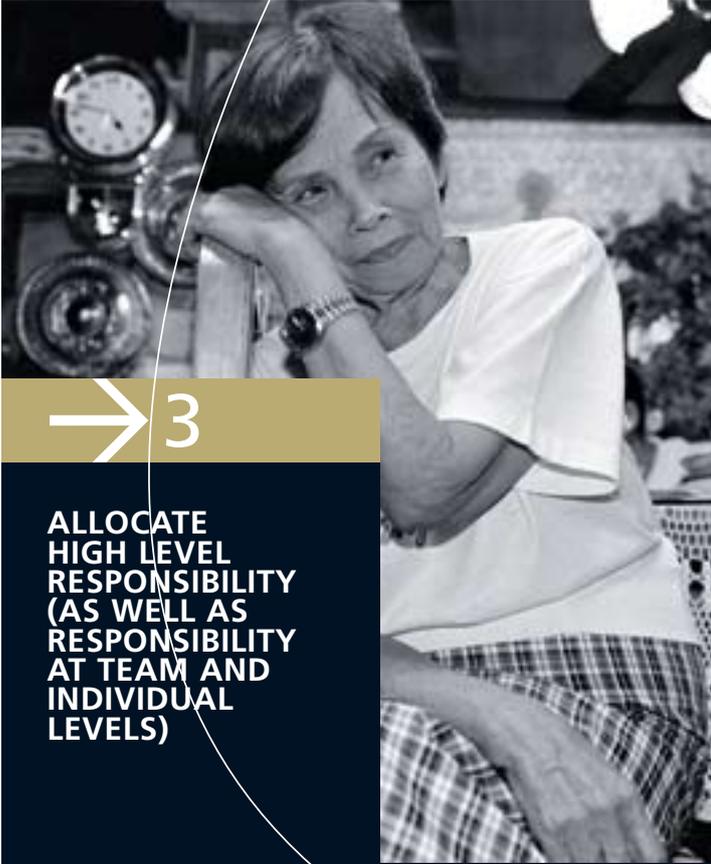
→ The International Federation of the Red Cross has a Code of Conduct (2003). This is applicable to staff (and accompanying dependents), volunteers, consultants or others working for or representing the IFRC. All staff are responsible for ensuring its compliance.

The Code:

- Respects all peoples, taking into account the sensitivities of their customs, habits, and religious beliefs\*.
- Defines abuse of power including exploitation, abuse, neglect or violence and failure to report abuse of power.
- In addition, the Irish Red Cross has its own Code of Conduct for HQ Staff.

\* With the exception of harmful traditional or customary practices such as female genital mutilation which violate the rights of children and women (in line with Decision 38 of the 1997 General Assembly).

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## → 3

**ALLOCATE  
HIGH LEVEL  
RESPONSIBILITY  
(AS WELL AS  
RESPONSIBILITY  
AT TEAM AND  
INDIVIDUAL  
LEVELS)**

Evidence indicates that:

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**Leadership from the highest level** is required in order to give those staff responsible for implementing the policy, the authority and mandate to roll-out organisation-wide responses to GBV, invest resources to create momentum on GBV Prevention and Responses, and to implement training and responses across the organisation.

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In the absence of a designated section/unit **a lead team drawn from across the organisation** is a good way to generate buy-in and to promote coherent GBV responses (such as a GBV strategy) e.g. include representatives from programming, key sectors, human resources, desk officers.

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**Technical advisers with expertise** on GBV are required to support the lead team and provide guidance to country teams. Such advice may be accessed internally, from other organisations or through external consultancies.

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## Examples:

→ Amnesty International prioritised the delivery of a Gender Action Plan as one of the top line priorities for its Stop Violence Against Women Campaign. The purpose is to make Amnesty an example of best international practice in relation to combating GBV and to use the 2 million worldwide members of Amnesty International as a catalyst for change.

The Irish section commissioned external consultants to undertake a needs assessment in terms of awareness and understanding of gender issues in their work in Ireland. This culminated in the delivery of a gender training programme for all staff and key volunteers. This has since been mainstreamed into the section's equal opportunities policy. Gender training has been delivered to grass roots activists in Amnesty groups and other community-based groups. This work has been initiated, monitored and led by a working group consisting of senior management, campaigns and human resources staff.

→ Trócaire plans to appoint a Gender and HIV/AIDS Team Leader who will be a member of Trócaire's Strategic Leadership Team and will provide high level leadership to significantly scale up the organisational response to gender (including GBV) and HIV/AIDS. In addition, a cross-organisational gender team - led by the Gender and HIV/AIDS Team Leader and resourced by a gender specialist - will be established. The team will include representatives from programme staff (in Head Office and field offices), human resources, education and campaigns, policy and advocacy, as well as communication and fundraising. This team will be responsible for leading the process for the development, implementation and evaluation of Trócaire's Gender Equality Programme in line with the new Strategic Plan.



# → 4

## INTEGRATE GBV CONSIDERATIONS INTO SYSTEMS AND PROCEDURES FOR APPRAISALS, REGIONAL/COUNTRY PROGRAMMING DESIGN, IMPLEMENTATION & MONITORING

The starting point for addressing GBV is **at the context analysis stage** e.g. in poverty analysis, context analysis, vulnerability analysis, gender analysis and country analysis. This analysis is critical to informing programming decisions and should include a mapping of:

The nature, extent and perpetrators of GBV and local responses to it at community level, including customary law; this analysis should highlight the vulnerability of men and boys as well as women and girls.

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The national legal framework governing GBV (e.g. international commitments, national laws) and responses to it by the judiciary and police.

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Other development partners working on GBV (e.g. multilateral agencies: UNFPA has the mandate to lead on GBV within the UN family; bilateral agencies; international NGOs).

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Local organisations working on GBV (e.g. human rights organisations, women's groups/associations, NGOs (where they exist, the Women's Lawyers Association are a good source of information)).

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Assess whether the organisation's existing systems and procedures provide an adequate framework and entry points to up-scale GBV Prevention and Response, and review if necessary.



## Actions include:

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Strategic plans: country strategic plans, sector guidelines, contingency plans; manuals for programming and emergencies, as well as vulnerability analysis.

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Project cycle management guidance and guidance on context analysis/preparation of country programmes, funding appraisal mechanisms, financial tracking systems and reporting mechanisms (e.g. quarterly, annual).

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Terms of references, reports, evaluations, reviews and other tools/guidance notes.

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Disciplinary procedures and tools of governance.

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Reporting to headquarters and to other donors.

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The structure and composition of teams (whether thematic or sectoral).

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Partner assessment mechanisms and 'in agreement' documents with partners.

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In recruitment, induction, training, programme meetings and debriefing.

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## Examples:

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→ Since the publication of *Gender Based Violence: A Failure to Protect, A Challenge to Acton*, several of the Consortium members have embedded GBV prevention and response in their Strategic Plans e.g. Christian Aid, Concern, Self-Help Development International and Trócaire.

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→ Oxfam International has accepted GBV protection as a priority in emergency programming. Specific sections on protection against GBV and other related abuses have been added to contingency planning guidelines for all countries where Oxfam is working.

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→ The White Paper on Irish Aid (*Sept 2006*) makes a commitment to GBV prevention: "Gender based violence includes sexual violence, sex trafficking, female genital mutilation and forced prostitution... ..An essential first step has been to raise the profile of gender based violence as a distinct and important issue. Building on this, *we will continue to advocate internationally for greater attention and resources to be devoted to the prevention of gender-based violence.*"

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**It is essential that staff should be involved throughout the process to create a sense of ownership.**





**BUILD STAFF  
CAPACITY  
THROUGH  
DOCUMENTING  
PROGRAMME  
EXPERIENCE,  
RESEARCH,  
TRAINING**

## DOCUMENTATION OF EXPERIENCE

A number of agencies have found that, on conducting a mapping exercise, many of their programmes incorporate elements of a GBV response (even if it is not referred to as such). In order that agencies can develop a body of knowledge on *how to* address GBV, it is valuable to incorporate a review process into on-going work e.g. a six-monthly review workshop. Such a process can also form an important part of on-going capacity development.

### Review:

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- Entry points (programme approach, partnerships, alliances) and anticipate up-coming opportunities.

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- What worked and what did not work, and why.

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- Lessons learnt and disseminate these lessons.

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### Example:

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- Self-Help Development International conducted a brief audit among its field staff on their understanding of GBV and the extent of the organisation's engagement on the issue. It revealed that GBV issues were very much to the fore and staff welcomed the space to bring it more explicitly into programming.

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## TRAINING (FOR HQ AND COUNTRY PROGRAMME STAFF)

Experience suggests that once a policy/strategy on GBV has been developed, it is important to rapidly roll-out training and to involve designated persons from across the organisation in the process of identifying the different needs of different staff members (e.g. human resources, programming and emergency sections).

**Specifically, when planning for staff training, the following issues need consideration:**

Whether training is to be provided **specifically on GBV or as part of addressing other cross cutting issues** such as protection, HIV/AIDS and gender equality. To mitigate concerns that staff often feel overburdened **“and don’t feel they can take on another cross cutting issue”** the development of an integrated training module which shows the inter-linkages between GBV and the other cross cutting issues may be the best option. Developing integrated training may require more input at the beginning but is likely to hold favour with HQ and country level management.

### Example:

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→ Irish Aid has adopted **mainstreaming** as a core competency for all staff. To support this, it has developed a training module that encompasses four cross cutting issues: **gender/GBV, HIV/AIDS, governance and the environment**. The approach differentiates between the competencies that staff must have to mainstream (any issue) and technical knowledge of the four priority issues. The training has been rolled out across its programme countries and at Headquarters. It is now developing a mainstreaming strategy, the training components of which include building mainstreaming competency, differentiated training for staff with different responsibilities/working at various levels, building knowledge and understanding of the four priority areas and provision of technical support to staff.

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→ The need for **differentiated training** based on a needs analysis. Not all staff will require the same level and depth of GBV training; needs will vary but are likely to include:

- A general orientation **at the level of awareness and understanding** on GBV for all staff at HQ and country programmes.

- Specific GBV training for certain categories of staff e.g. in analysis and assessment (programming and advisory staff, desk officers, regional directors); in prevention and response for programme managers e.g. The Building Safer Organisations Project offers investigative training in different geographical regions.
- Short, targeted training for senior management.

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- In preparing for a training programme the following need to be considered:
- Sourcing and developing appropriate training interventions for home and field for different levels.
  - Development of/identification of a pool of trainers.
  - Co-facilitation with both internal and external trainers is useful as the internal person has a good understanding of internal institutional issues and mechanisms.
  - Integration of GBV into all other training programmes.
  - Implement support structures for personnel investigating allegations.
  - Identification of training manuals and resources (it shouldn't be necessary to develop your own manuals - there are lots available to draw upon for adaptation).

- Review process to track progress on staff development and training.

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**Reference:** Additional resources are available at the DTALK website [www.dtalk.ie](http://www.dtalk.ie)

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### Examples

- An Garda Síochána (Irish police service) aimed to enable their training personnel to integrate a human rights perspective across their training programmes. A working group comprising members of An Garda Síochána (AGS), Amnesty International and a human rights academic compiled and delivered a six-day training programme for training personnel. The training included the following elements which could guide the development of a GBV training module: **core knowledge**, **reflection** on experiences, provision of a **tool for analysis** and **practical application** through the use of case studies. Using a co-facilitation approach, a member of AGS and an external facilitator provided training in human rights to 230 trainers. Training was delivered to groups of 25 trainers at a time. The training was underpinned by a commitment to upholding human rights in An Garda Síochána mission and values.
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### **Other ways of supporting on-going staff capacity development include:**

- Mentoring.
- Technical Assistance.
- Best practice guidance/fact sheets (“how to”).
- Cross country exposure/intra-country exchange.
- Attendance at informal/formal seminars, conferences.
- Training needs identified through staff appraisal and incorporated into individual staff development plans.
- Documentation of experience/lessons learnt
- Provision of selected resources and websites.
- Informal sessions to encourage debate e.g. drawing on local expertise.
- Linking with other organisations e.g. Film Aid resources to support field work.

### **DEBRIEFING STAFF**

Debriefing is an important support mechanism for individual staff members as well as a key instrument for organisational learning and programme development.

#### **Who should be offered personal debriefing?**

Many people say that they did not realise that they would benefit from debriefing until after they had received it. Nearly everyone can benefit from

debriefing by having a skilled listener to help them explore their experience and reactions. Ideally, personal debriefing should be offered to every returned development worker. There are two reasons why it should not be offered just to those who are known to have experienced “a traumatic incident”. Firstly, the organisation is often not aware when there has been an incident which the individual regards as traumatic. Secondly, the whole overseas experience and return “home” can be regarded as a “critical incident” which involves change and stress.

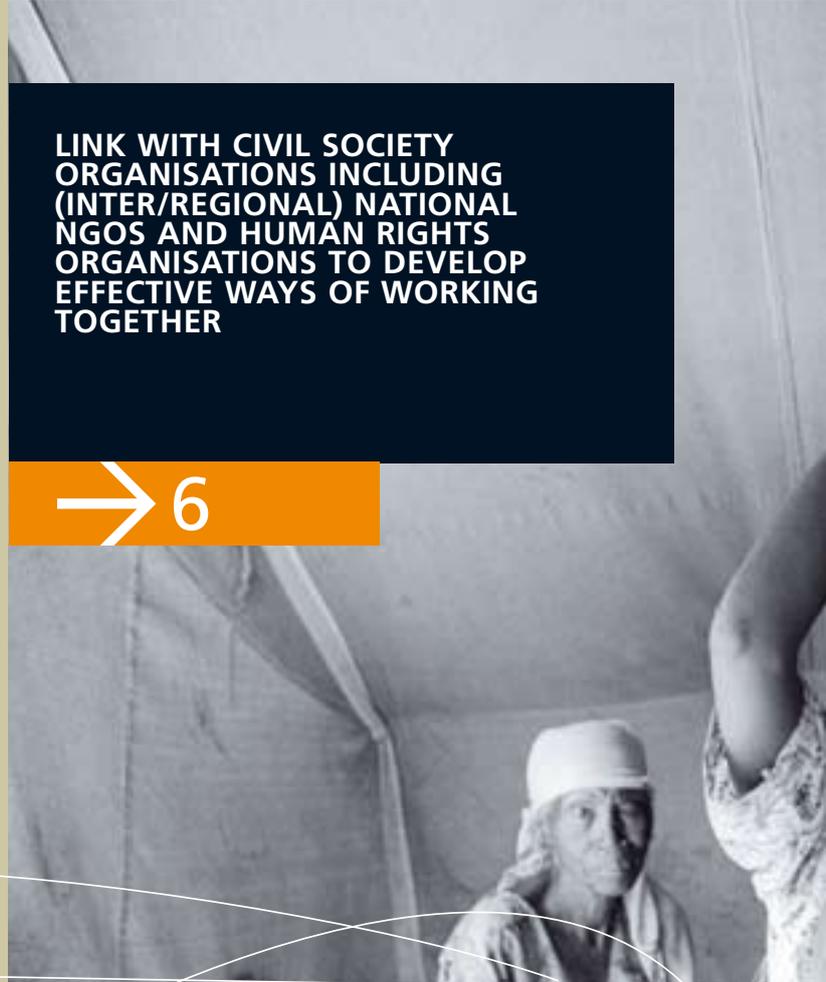
If personal debriefing is available only to those who request it, most people will fail to request it, either because they think that they don’t “need” it or because they don’t want people to think they “have problems”. It is better to arrange debriefing for everyone, allowing people to “opt-out” rather than “opt-in”. Some organisations require those who “opt-out” to sign a disclaimer form, stating that they were offered debriefing but declined to accept it. This illustrates how seriously organisations consider debriefing. (The Defence Forces carry out debriefing for troops returning from overseas missions on-site before they return from the mission area).

## WORKING WITH HUMAN RIGHTS ORGANISATIONS

GBV is an abuse of human rights, and local organisations are often best placed to document abuses and to advocate with - often unsympathetic - governments, judiciary and communities. The nature and extent of GBV will differ from context to context. In some situations, GBV is strongly embedded in traditional culture and practices, while in others it is an instrument of war and conflict. Local organisations are best placed to understand these contexts, and to create awareness and to work with communities.

**LINK WITH CIVIL SOCIETY ORGANISATIONS INCLUDING (INTER/REGIONAL) NATIONAL NGOS AND HUMAN RIGHTS ORGANISATIONS TO DEVELOP EFFECTIVE WAYS OF WORKING TOGETHER**

→ 6





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Carry out a mapping of human rights organisations working on GBV at national, provincial and community levels, and identify their main focal area e.g. women's lawyers' associations usually have good documentation processes; local NGOs may have good entry points to work with both men and women at the community level.

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Link with human rights organisations and other local bodies advocating legal mechanisms e.g. local law societies engaged with local and national law or the Red Cross to engage with International Humanitarian Law.

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Experience indicates that the potential of local women's organisations is not being tapped by international organisations and calls for greater support and nurturing of local organisations. Local organisations/networks understand the local context; have access to contacts and resources not available to international agencies and are acceptable to the local population. They understand what is going on and, if involved from the early stages, will help agencies to situate their work within the realities of the local circumstances on such issues as:

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- Socio-cultural norms and how they affect gender relations and GBV; levels, types and attitudes to GBV held by men and by women.
  - Use of power and decision-making in the community and in the family.
  - Community and family systems for protection.
  - Community attitudes and beliefs about GBV.
  - Formal and informal systems for law and administration of justice.
  - Cultural and religious roles for men and women and how this affects attitudes to GBV.
  - Women's participation in public and private institutions.
  - Power, access and control over resources in the household (sex-disaggregated).
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**A word of caution:** Mapping of local organisations is central to understanding the local context and should be carried out by persons with local knowledge; experience from a number of countries indicate that some local organisations that want to work on GBV are closely associated with the perpetrators and are not acceptable to local communities.

This factor must be considered from the outset and a slow approach to allow experience and knowledge building on the ground for your organisation is essential – especially if you are new to that location.



Joining in on established networks or working groups is a good way of learning who is doing what and understanding the dynamics already existing between local actors and, most importantly, their relationships with communities.

For example in Sudan, relations with local NGOs are formed through working groups and for a where a wide range of organisations are concurrently present. Coordination and collaboration can take place loosely and safely while also allowing international organisations to develop tentative relationships and learn about the individual organisations. Facilitating meetings between your target community/client group and selecting local organisations to present their work as ‘information sharing’ is another way of observing if communities want representatives of that organisation in their community and whether they are willing to meet with them. Undertaking programme planning activities from the outset with your client groups will also provide them a space where they can safely raise opinions about organisations you may be proposing to partner with.

## WORKING WITH LOCAL NGOS

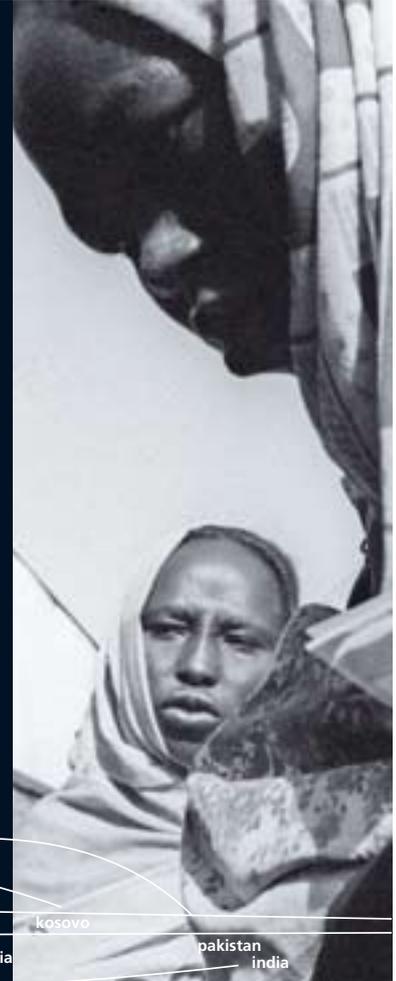
As Irish NGOs are increasingly moving towards working within partnership frameworks, a good opportunity exists to partner with relevant local organisations that can strengthen the approach to GBV Prevention and responses being developed.

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- Engage with/form alliances and networks with (inter)national human rights organisations and local community based organisations (CBOs).
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- Ensure participation of women, communities and representatives of civil society in needs assessments, planning, design and implementation of programmes.
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- Support women’s human rights and democratisation organisations that are working towards eradicating GBV.
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- Make a commitment for long-term partnerships as it is recognised that reconstruction takes time.
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- Consider small scale funding for start-up organisational support and capacity building (e.g. purchase of computers, access to IT, core staff costs and training).
- Support *sustainable* income generation activities and poverty alleviation strategies for survivors of GBV.
- Support research, learning, information sharing and networking initiatives *between* civil society organisations (CSOs) in countries that have experienced conflict and reconstruction.

#### Example:

→ Trócaire works in long-term partnerships with like-minded civil society organisations. In Tamil Nadu (India), Trócaire has supported a development rights programme implemented by seven local organisations over the past nine years. This programme has - as a key focus - the socio-economic empowerment of women as well as the mainstreaming of gender at a partner organisational and programme level. Violence against women and, in particular, the prevention of sex-selective abortions and female infanticide was identified as a key issue by one partner in particular. This partner has initiated and led a campaign (CAFI, Campaign Against Female Infanticide) involving many local NGOs. Their work has led to the introduction of a law banning sex-selective abortions. The women's movement which has emerged from Trócaire's supported work has formed a Women's Redressal Cell which has effectively tackled local issues of domestic violence. Similar work is also supported by Trócaire in Orissa State.



kosovo

bosnia

pakistan  
india



**GIVE VOICE TO  
GBV E.G. AT  
MANAGEMENT  
AND STAFF  
MEETINGS; AT  
LOCAL, REGIONAL  
AND HQ LEVEL;  
RAISE GBV IN  
TRAINING EVENTS  
AND REVIEW**

A key message is that GBV issues must maintain visibility and credibility, have leadership and wide support. Experience indicates that it is essential to keep GBV considerations in the limelight (not a once-off training). This can be done through a range of mechanisms:

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Ensuring that GBV is on management and programmatic meeting agendas in order to review progress and plan strategy for the next period.

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Including GBV in reporting mechanisms.

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Including GBV in handbooks and guidance to staff.

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Developing pocket-size cards with expected standards/code of practice and essential referral services for survivors.

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**Example:**

→ The Defence Forces have instituted a monthly reporting system on human rights, have an ombudsman, and there is an external review of progress by a consultant on a six-monthly basis.

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## DRAW LESSONS FROM HIV AND GENDER MAINSTREAMING

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Most agencies have experience of mainstreaming HIV/AIDS, and to some extent gender, in their work. It is worthwhile reviewing your agency's approach to mainstream HIV/AIDS (here it is important to distinguish between specific HIV/AIDS programmes/projects, and those measures taken to mainstream HIV/AIDS in other programmes). Such measures might include:

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Development of a policy or strategy.

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Provision of technical assistance.

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Lead responsibility at HQ and programme country level.

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Revision of design, programming and monitoring frameworks.

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Revision of reporting mechanisms.

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Budget allocation.

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## LIST OF RESOURCES



### KEY RESOURCES

The RHRC has a Gender Based Violence Bibliography which is divided into the following categories: Prevention; Protection; International Law; Direct Services; Assessment, Monitoring and Evaluation; Sustainability; and Background/Context. Most of the references below can be accessed through this on the RHRC website: [www.rhrc.org](http://www.rhrc.org)

***Inter-Agency Standing Committee, Guidelines for Gender-based Violence Interventions in Humanitarian Settings Focusing on Prevention of and Response to Sexual Violence in Emergencies, Sept 2005***; see Inter Agency Standing Committee website [www.humanitarianinfo.org/iasc](http://www.humanitarianinfo.org/iasc) also accessible through [www.rhrc.org](http://www.rhrc.org)

This is a very comprehensive resource and includes Action Sheets for Minimum Prevention and Response including Coordination, Assessment and Monitoring, Protection, Human Resources, Water and Sanitation, Food Security and Nutrition, Shelter, Site Planning & Non-Food Items, Health & Community Services, Education, Information, Education and Communication. The guidelines are in an accessible and brief format: a short background, key actions and a list of key resources.

***Interagency Standing Committee, Women, Girls, Boys & Men, Different Needs – Equal Opportunities, a Gender Handbook for Humanitarian Action*** – DRAFT for Field Consultation (August 2006). This has a strong emphasis on gender (not women).

## A. GENERAL

Benjamin, Judy A. & Murchison Lynn, *Gender-Based Violence Care & Protection of Children in Emergencies. A Field Guide*, Save the Children Fund, 2004.

This provides a good general overview of GBV and is structured around three frameworks: international conventions, programming framework and programming process including guidance on assessment, design strategic planning, monitoring and evaluation. It also contains an extensive bibliography. [www.savethechildren.org/publications/Gender\\_Based\\_Violence\\_Final.pdf](http://www.savethechildren.org/publications/Gender_Based_Violence_Final.pdf)

Esplen, E. *Engaging Men in Gender Equality: Positive Strategies and Approaches*. Overview and Annotated Bibliography Bridge, Oct 2006.

This report - consisting of an overview, annotated bibliography, and contacts section - describes a broad range of innovative work being carried out in different parts of the world to engage men in the promotion of gender equality. It focuses on: involving men as partners against gender-based violence; strengthening men's resistance to violence and conflict; fostering constructive male involvement in sexual and reproductive health and rights; encouraging men's positive engagement as fathers and carers; and promoting more gender-equitable institutional cultures and practices within development organisations. [www.BRIDGE@ids.ac.uk](http://www.BRIDGE@ids.ac.uk)

### ICRC Women and War Fact Sheets (8)

These fact sheets cover various problems faced by women in wartime, including physical safety, sexual violence, detention, missing relatives and displacement. Each fact sheet describes a particular problem, highlights the protection afforded by international humanitarian law and how the ICRC responds. <http://www.icrc.org>

### ICRC Women Facing War

This is an extensive reference document on the impact of armed conflict on the lives of women e.g. physical safety, access to health care, food and shelter, in situations of armed conflict; the study explores the problems faced by women in wartime and the coping mechanisms they employ. A thorough analysis of international humanitarian law, and to a lesser extent human rights and refugee law, was carried out as a means to assess the protection afforded to women through these bodies of law. [www.icrc.org](http://www.icrc.org)

**International Committee of the Red Cross *Addressing the Needs of Women affected by Armed Conflict: an ICRC Guidance Document*, 2004**

This is designed to provide an operational tool to ensure that humanitarian programmes and services adequately address women's needs. The guidance document is divided into 15 themes that can be referenced separately. This and other ICRC documents to be found on [www.icrc.org](http://www.icrc.org)

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**UNIFEM, *Masculinity and Gender Based Violence***, UNIFEM  
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Addressing gender-based violence in refugee, internally displaced, and post-conflict settings. A global overview", Reproductive Health for Refugees Consortium, 2002.  
<http://www.rhrc.org>

## B. HUMAN RESOURCES

**Guide for Emergency Managers Guide, *People in Aid***, 2006  
[www.peopleinaid.org](http://www.peopleinaid.org)

See also Human Resources sheet in Inter-Agency Standing Committee, Guidelines for Gender-based Violence Interventions in Humanitarian Settings Focusing on Prevention of and Response to Sexual Violence in Emergencies, Sept 2005  
[www.humanitarianinfo.org](http://www.humanitarianinfo.org)

## C. CODES OF CONDUCT

**Concern, *Programme Participant Protection Policy (4Ps)***  
[www.concern.net](http://www.concern.net)

**IRC, *Code of Conduct on Sexual Exploitation and Abuse in Humanitarian Crises*** (a short - 1 page - document)  
[www.theirc.org](http://www.theirc.org)

**UN Secretary General's Bulletin (2003)** used by many organisations as a basis for developing codes of conduct.  
[www.ochaonline.un.org](http://www.ochaonline.un.org)

## D. ASSESSMENT AND DESIGN

RHRC, *Gender Based Violence Tools Manual for Assessment, Program Design, Monitoring and Evaluation in conflict affected setting*, Nov 2003  
[www.rhrc.org](http://www.rhrc.org)

RHRC, *Gender Based Violence in Populations Affected by Armed Conflict, A Field Guide for Displaced Settings* (undated)  
[www.rhrc.org](http://www.rhrc.org)

UNHCR, *Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons, Guidelines for Prevention and Response*, May 2003 (extensive list of references and CD rom). [www.unhcr.org](http://www.unhcr.org)

UNFPA, *A practical approach to Gender Based Violence, A Programme Guide for Health Care Providers and Managers*, 2001  
[www.unfpa.org/publications](http://www.unfpa.org/publications) and select the right title

## E. PEACEKEEPING

UN Peacekeeping Operations, *Gender and Peacekeeping Operations, Generic Training*, 2002. Contains three training modules (2 days training): A Gender Perspective, Gender and Human Rights, and Gender and the Cycle of Conflict; extensive list of references and websites; CD rom. Accessible through [www.reliefweb.int](http://www.reliefweb.int) or [www.UNICEF.org](http://www.UNICEF.org)

Refugees International, *Must Boys be Boys?* 2005  
<http://www.refugeesinternational.org/content/publication/detail/6976/>

## F. TRAINING

Commonwealth Secretariat, *Promoting an Integrated Approach to Combat Gender-based Violence, A TRAINING MANUAL*, 2002 see Commonwealth Secretariat publications on [www.thecommonwealth.org](http://www.thecommonwealth.org)

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[www.rhrc.org](http://www.rhrc.org)

UNHCR, *Introductory Training Module: A Practical Field Tool to Understanding Gender, Women And Children’s Rights And Sexual And Gender-Based Violence*, Nov 2003  
[www.unhcr.org](http://www.unhcr.org)

UNICEF *Training of Trainers on Gender-Based Violence: Focusing on Sexual Abuse and Exploitation* July 2003  
[www.unicef.org](http://www.unicef.org)

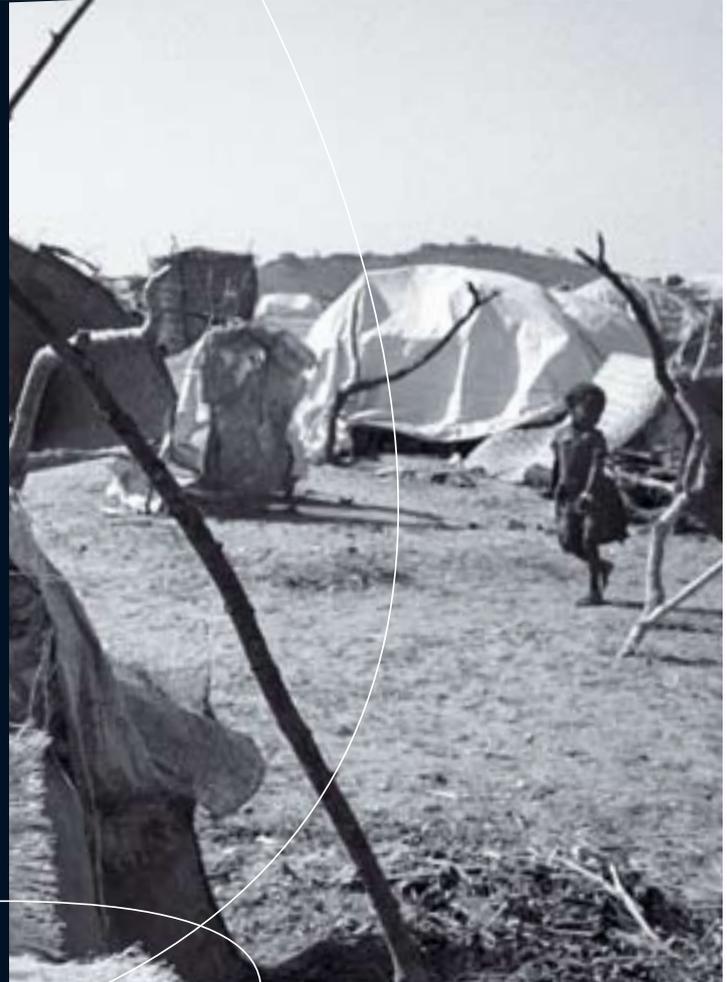
## OTHER WEBSITES

The documents referred to in this section can be accessed through the DTALK website [www.DTALK.ie](http://www.DTALK.ie)

BRIDGE supports gender advocacy and mainstreaming efforts by bridging the gaps between theory, policy and practice with accessible and diverse gender information in print and online. [BRIDGE@ids.ac.uk](mailto:BRIDGE@ids.ac.uk) is a good website to look at - some GBV related materials include:

- Security and Gender-Based Violence – What is the Significance for Development Interventions, 2004.
- Gender and Armed Conflict Cutting Edge Pack, 2003.
- Gender and HIV/AIDS Cutting Edge Pack 2002.

Its sister website [www.siyanda.org](http://www.siyanda.org) is a database of gender and development materials from across the world. The collection includes tools, case studies, policy papers and research. Both are located at *Institute for Development Studies, Sussex University, UK* [siyanda@ids.ac.uk](mailto:siyanda@ids.ac.uk)





**IMAGE CREDITS**

#### AFGHANISTAN

Women victims of crime are denied access to justice in Afghanistan and there are few prosecutions for crimes against women.

© **Amnesty International**

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#### BOSNIA

“I talk to people so I will not turn crazy. Even when dead in my grave I will not be at rest, I am so restless. I am afraid of myself. In my dreams I can only see dead people.”

[Alema Memisevic]

“The worst moments, you can never wipe them from your mind. It is always the same memories that haunt you, always the same.”

[Kadira Mesanovic]

© **Isabelle Eshragi**

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#### CHAD

Bredjing Refugee Camp, set up in Chad to shelter refugees fleeing the conflict in Dafur, Sudan.

© **Jane Evelyn Atwood**

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#### PHILIPPINES

Malaya Lolos [Freedom Grandmas] and former Comfort Women.

© **Paula Allen**

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#### PERU

Between 1995 and 2000, 331,600 women were sterilized in Peru.

© **Olivier Coulange**

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#### SIERRA LEONE

Systematic rape and other forms of sexual violence have been used as weapons of war and to instil terror during a decade of internal conflict.

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\* The Irish Red Cross participates with the consortium solely within the parameters of its mandate to prevent and alleviate human suffering without discrimination, to protect human dignity, and to promote international humanitarian law and the protection provided therein. The Irish Red Cross is a member of the International Red Cross and Red Crescent Movement and is guided by the seven Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality.





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