

Community Safety Initiative Gender-Based Violence Program

ARC International
GBV in Conflict-Affected Settings

Guinea, West Africa



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ARC International- Mission Statement

ARC International is a nonprofit, nonsectarian, international refugee assistance organization, headquartered in Minneapolis, Minnesota. ARC works to ensure the survival, health and well-being of refugees, displaced persons, and others at risk, helping them to rebuild productive lives of dignity and purpose.

ARC's goal is to share information and skills with those we serve, always with respect for their own knowledge and values.

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ARC Background

ARC was formed in 1978 by a Chicago businessman named Neal Ball. As the U.S. sponsor of a Laotian refugee, Neal learned of the struggles that tens of thousands of Indochinese refugees were facing on the open seas off Vietnam and in Laotian refugee camps in Thailand. Neal decided something had to be done. His new organization sent a group of volunteer medical personnel to the refugee camps in Thailand. This team was in place, working “among the Hmong” when hundreds of thousands of Cambodian refugees came streaming into Thailand seeking refuge, and were able to respond effectively and immediately while additional teams were recruited. These groups provided refugees with life-saving health care, and trained refugees as medics, nurses, midwives, and health workers to care for the population.

Neal Ball and the early leaders of ARC had a sincere desire to make a difference in Thailand. Little did they know, over the next 25 years there would be dozens of other places, millions of new refugees who would need the same kind of help.

Worldwide, the number of refugees and displaced people grew from an estimated six million in 1978 to more than 50 million in 1995. As a result, ARC broadened its scope of operations, assisting refugee populations to include West Africa, Central Africa, and the Balkans.

Today ARC provides primary health care, self-sufficiency training and related assistance to more than one million refugees and displaced persons every year. ARC operates programs in 12 countries around the world, including Bosnia, Serbia, Kosovo, Macedonia, Montenegro, Rwanda, Sudan, Thailand, Pakistan, Guinea, Liberia, and Sierra Leone.

ARC began its operations in Guinea in 1997 with the Income Generation Project. Today ARC runs a total of 6 programs in Guinea: Income Generation Project (IGP); Curative Health, Community Health (CH); Reproductive Health Literacy (RHL); HIV/AIDS; Legal Aid for Women (LAW); and the Community Safety Initiative (CSI).

ARC/CSI was introduced in 2001, when refugees were transferred from border towns to Kissidougou and Dabola prefectures. The aim was to help improve the safety and security of women and children in the newly established camps of Sembakounya, Boreah, Kountaya, and Telikoro, thereby reducing incidences of gender-based violence.

Acknowledgements Many thanks to all ARC Community Safety Initiative staff, past and present, who have dedicated themselves to the program over the years. Jonathan S. B. Leno has been with the program since its inception and can be credited with much of its success. His insight, humor and consistently good advice are much appreciated. The Kissidougou CSI team, Rachel Kamano, Mohammed S. Jabateh, Sandounou Morie Amigos and Saa Faya Kamano have been unfailing in their hard work, patience and enthusiasm for the program. Our CSI Supervisors, Animators and Caseworkers have carried out the work on the ground with compassion and practicality. Yawa Tonguino, Mariama Touray and the rest of the WOT team have been steadfast through thick and thin. Alissa Karg, who laid the groundwork for the program as its original Coordinator also deserves recognition, as does Yaya Sidi Sackor our first CSI Trainer. The logistics, administration and finance teams in Kissidougou and Conakry have facilitated our activities and encouraged our efforts. Jeremy Konyndyk, Enida Friel and Brian Friel have provided guidance and support. Partner organizations, particularly the United Nations High Commissioner for Refugees (UNHCR), the International Rescue Committee (IRC), Save the Children/US, Gesellschaft für Technische Zusammenarbeit (GTZ) and the Center for Victims of Torture (CVT) have offered important collaboration. Finally, a big thank you to the Bureau of Population, Refugees and Migration (BPRM), our primary donor.

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Tie dying trainees in Boreah camp review their notes.

Introduction

This Manual is meant as a tool for others who are starting or running programs addressing gender-based violence in refugee settings. It describes what we do and what we have learned. Our program has evolved over the years, changing as the refugee population has changed. We hope that you will adapt our systems to your particular context.

It should be noted that ARC works in collaboration with other partners on GBV issues. Therefore, the activities described here do not make up a comprehensive program. The most important elements missing in this Manual are general counseling and referrals (done by the International Rescue Committee (IRC)), specialized counseling (done by The Center for Victims of Torture (CVT)), and protection (done by the United Nations High Commissioner for Refugees (UNHCR)).

All prices are in local currency. 1 USD is equivalent to about 2,000 GNF.

Many thanks to all of the staff, past and present, who have dedicated themselves to CSI's mission, and to our clients for trusting us and growing with us.

1 Community Safety Initiative (CSI) Overview

1.1 CSI Program Overview

Goal

To prevent and respond to gender-based violence (GBV) among Albadaria refugees by increasing their safety and awareness on GBV while facilitating access to appropriate health care and promoting self sufficiency for GBV survivors and extremely vulnerable refugee women.

Skill-Building and Income Generation Activities

Skill-building and income generation activities aim to minimize women's vulnerability to exploitation by promoting self-sufficiency. They also serve to promote psycho-social integration and further the healing process for GBV survivors. Sustainable empowerment and economic independence is a hallmark of all CSI income generating programs. Referrals are accepted from partners including UNHCR, IRC/GBV, Save the Children, CVT, and others. Income generation has several components:

- 1 *Training Grants* provide identified survivors of gender violence and highly vulnerable women with training in skills such as soap making, tie dying, needlework, and tailoring. Skill training is held at the Women's Centers so that beneficiaries have easy access to GBV counsellors. In 2004, CSI introduced life skills classes on leadership, decision-making, and basic health for trainees.
- 2 *Vocational Scholarships* allow extremely vulnerable women to attend vocation training with other implementing partners in the field, by providing a stipend for food, childcare, and other basic needs.
Academic Scholarships are provided to extremely vulnerable girls attending IRC School but at risk of dropping out. Scholarships consist of a package of notebooks and pens, shoes, an umbrella, a lamp and kerosene, and other items needed for school.
- 3 *Entrepreneurial Assistance* is provided to all Training Grant and Scholarship beneficiaries. This involves training in business management, and provision of a package of materials at the close of training so that the beneficiaries can start up a business using their new skills.
- 4 *Durable Repatriation Grants* are offered to repatriating beneficiaries. Grants will include a two day business and GBV training and a small in-kind grant with which to start a business upon arrival in their home country.

New Opportunities for Commercial Sex Workers

The Women of Today (WOT) program offers commercial sex workers a means and an incentive to leave the commercial sex trade. The initial phase of the program includes a four-week reproductive health program with an emphasis on condom usage. The women are then offered confidential testing for Sexually Transmitted Infections (STIs) with the ARC gynecologist and followed up with to ensure medications are taken. Next, women choose a vocational skill to learn, and training is held in small groups (2- 5 people) for maximum personal attention. A monthly stipend is given to participants to allow them to focus on their training and not have to seek alternative income sources. Staff work closely with each woman and make outside referrals as needed. Upon graduation, participants receive a package of materials with which to start up their own business.

Medical Case Management and Health Access

Medical case management aims to increase the access and quality of care available to GBV survivors and highly vulnerable women. Female caseworkers work in the health posts as the first point of contact for such women, and provide advocacy and support for them within the health system. CSI has also worked with UNHCR and other partners to design, implement, and manage an inter-agency referral system for GBV survivors.

GBV Education and Awareness-Raising Activities

These activities aim to increase understanding of gender issues.

- 1 *Targeted Trainings* are tailored to specific groups to increase their ability to respond appropriately to GBV cases and to help them prevent sexual exploitation. Trainees include security forces, camp committee members, male NGO workers, drivers, health workers, teenage boys, and vulnerable girls and women.
- 2 *Prevention Grants* are in-kind grants awarded to grass roots community groups who are committed to addressing GBV issues through culturally appropriate means such as drama, dance, music, and debates.
- 3 *Sensitizations* are put on by field staff to raise awareness in the general camp community.

Security

CSI distributes kerosene lanterns to refugee households and booths which house new arrivals.

1.2 CSI Structure Overview

Sites of Operation

The CSI program operates out of ARC's Kissidougou office, but its programs are implemented in three camps: Kountaya, Telikoro, and Boreah. Kissidougou is a mid-size town on the edge of the forest region of Guinea. The camps' total population has ranged from 20,000 - 30,000 during CSI's time in them. Refugees are Sierra Leonean and Liberian.

Staff Gender

CSI's staff is roughly gender-balanced. ARC has found that delivering GBV sensitivity and prevention messages through a mixed-gender team is effective in reaching a mixed-gender audience. Furthermore, male CSI staff's positive behavior and attitude toward women can serve as examples for other men in the

camps. On the other hand, certain responsibilities, such as support and informal counseling of female GBV survivors, are limited to female staff members.

Staff Location

The CSI program has a small team of staff based in Kissidougou, and a larger team of field staff in the camps. We have found it valuable to have management staff based outside of the camps. Within the camps there is considerable social pressure to “help” community members. Kissidougou-based staff’s physical and social distance from the camps helps them avoid much of this pressure and make unbiased programmatic decisions. The Monitoring and Evaluation Officer, for example, sometimes discovers irregularities in field staff or participant conduct. It is much easier for her to report these to the Program Coordinator as a non-camp resident.

Staff Structure

Our Supervisor to Animator ratio is approximately 1:3 or 1:4. Each Animator is responsible for one or two training groups.

Overview of CSI Staff Structure - Kissidougou

<i>Position</i>	<i>Role</i>
Program Coordinator	Expatriate supervisory position
Local Program Officer	Oversees all program activities with Program Coordinator
Grants Officer	Responsible for all grants and scholarships
Monitoring and Evaluation Officer	Monitors disbursements & skill trainings, evaluates participant progress
Training Officer	Designs and conducts internal and external GBV trainings
Program Clerk	Manages database, responsible for office and camp supplies and administrative needs

Overview of CSI Staff Structure - Camps

<i>Position</i>	<i>Role</i>
CSI Supervisor	Oversees all CSI’s camp activities, supervises Animators
CSI Animator	Implements CSI’s activities under direction of Supervisors
Grant Store Person	Maintains warehouse of CSI grant materials
Caseworker	Provides support and advocacy for GBV survivors within the refugee health care system
WOT Program Officer	Oversees all WOT activities in collaboration with Program Coordinator
WOT Supervisor	Supervises and implements WOT activities
WOT Animator	Implements WOT activities at the field level
WOT Housekeeper/ Guard	Responsible for safety and security of staff, participants, and materials.

See Appendix I for the following: CSI organigram, Job descriptions, Staff confidentiality agreement, Sample test questions for job applicants, Sample interview questions for job applicants.

2 Skill-Building and Income Generation Activities

2.1 Identification of Skill Building and Income-Generation Participants

Target Group

Skill-building and income generation activities target GBV survivors and vulnerable women. Vulnerable women include single parents (SP), single females (SF), survivors of non-gender-based violence (SOV), and others considered vulnerable by CSI partners. While CSI's primary focus is GBV survivors, vulnerable women are included for two main reasons:

- 1 *GBV Prevention*
CSI believes that increasing women's self-confidence and economic self-sufficiency through skill training reduces her vulnerability to suffering from GBV. A woman is less likely to be sexually exploited and better able to remove herself from an abusive situation if she knows she can provide for herself.
- 2 *Confidentiality*
By including a range of vulnerabilities in its activities, CSI "hides" the GBV survivors within the program. In a given training group, for example, no one knows who is a GBV survivor and who is simply a single parent. This avoids stigmatizing survivors.

Note: Male GBV survivors are also eligible for assistance, and CSI has had all-male skills training groups. These groups are run outside of the Women's Center, however, in order to maintain the Center's role as a safe, comfortable haven for women. Men are also eligible for Special Grants.

Non-eligibility

The following types of people are not eligible for skills grants:

- 1 All ARC staff
- 2 Immediate relatives of CSI staff
- 3 UNHCR or international NGO staff
- 4 Those who have already participated in an ARC-sponsored skills or income-generating activity

ARC staff and CSI staff's immediate family members are excluded in order to avoid conflicts of interest. Given its limited resources, CSI aims to reach the most vulnerable women in the camps. Partners' staff are

excluded because, by virtue of having an NGO or UNHCR job, they are considered significantly less vulnerable than the general camp population. Past participants in ARC-sponsored skills or income-generating activities are excluded in order to extend the opportunity to as many different people as possible.

Identification Procedures

CSI does not identify its own participants. Instead, it accepts referrals from its partners (UNHCR and international NGOs). Referrals must be sent from partners' Kissidougou-level office to CSI's Kissidougou-level office. CSI then sends lists of potential participants to the camps so that field staff can contact them. Name, age, card number, nationality, and address are included on these lists. The name of the referring agency and the participant's vulnerability are not sent to the camp. This system has two main advantages:

- 1 **Confidentiality**

Because the name of the referring agency and the participant's name are not sent to the camps, no one in the field knows why the person was referred. Again, in a given training group, no one knows who is a GBV survivor and who is simply a single parent.

- 2 **Transparency**

CSI's programs are extremely popular in the camps, particularly because of the final package of materials, which is not offered by other partners' programs. As a result, field staff come under considerable pressure from people who want to participate. Taking identification out of their hands alleviates some of this pressure, and avoids the perception that staff may be unfairly including friends or family. Withholding the name of the referring agency lifts some of the pressure from those agencies' field staff.



Needlework trainee in Kountaya camp sketches a design for her next project.

Contact and Verification of Those Identified

As mentioned above, supervisors in the field receive lists of potential participants from the Kissidougou-level CSI office. The lists include the name, age, card number, nationality, and address of each person. Under the Supervisor's direction, Animators locate the people on the list and invite them to a meeting at the Women's Center to learn more about skills grant opportunities. The Animators go in pairs of mixed gender or of the same gender as the person being contacted. This is done in order to avoid suggestions of impropriety (a man coming to a woman's house and asking to speak to her alone) or exploitation (an Animator asking the potential participant for sexual, financial, or other favors in exchange for inclusion in the program).

Because the program is popular, people occasionally pretend to be someone they are not in order to gain access to the program. This type of fraud generally falls under two categories:

- 1 People who pretend to be someone else on the participant list. (Legitimate potential participants sometimes try to give or sell their slots to others.)
- 2 People who try to hide the fact that they have already participated in an ARC-sponsored income generation activity in order to participate again.

In order to assure that the right people are included in the program, CSI has strict procedures in place.

- 1 When Animators locate people, they check that all the information on their list matches that of the person they find.
- 2 All information is re-verified by Kissidougou-level staff (Grants Officer and Monitoring and Evaluation Officer) at disbursement before materials are given out. Because refugees sometimes borrow each other's ration cards, approximate age and other information must be verified in addition to a person's card number.
- 3 During the initial meeting of potential participants, ARC staff from other income-generating programs (WOT and IGP) are asked to come look at the group to see if they recognize any of their past participants.

Sorting of Those Contacted

As noted above, potential participants are invited to a meeting at the Women's Center to learn more about skill-building and income-generating opportunities. During the initial contact and at this meeting, staff work with participants to determine their interests and make appropriate recommendations for their participation with CSI. Sorting is done based on the following guidelines:

<i>Type of Skill Opportunity</i>	<i>Target</i>	<i>Rationale</i>
CSI Training Grants at Women's Centers	Ages 20 and over	CSI's expertise is women
Scholarships to Partners' Training Centers	Ages 25 and under; Those who want to learn a skill CSI does not offer	Partners specialize in youth and Broadens available skill options
Academic Scholarships	Girls already enrolled or willing to enroll in school	Encourages academic studies
Repatriation Grants	Women who qualify for repatriation by UNHCR	Encourages repatriation rather than camp-based training
Special Grants	Participants for whom the other types of assistance are inappropriate	Can be tailored to the individual

2.2 Training Grants

Description: Training Grants provide training in skills such as soap making, tie dying, needlework, and tailoring. Participants train in small groups at the Women's Centers.

Aim: Training grants promote psycho-social well-being and increased self-sufficiency for GBV survivors.

Rationale: GBV survivors may suffer from social isolation and feelings of powerlessness. Women who cannot support themselves are vulnerable to exploitation. Training grants give women the opportunity to be part of a group, to build confidence by learning a skill, and to work toward economic self-sufficiency.

Sorting of Those Contacted

As noted above, potential participants are invited to a meeting at the Women's Center to learn more about skill-building and income-generating opportunities. During the initial contact and at this meeting, staff work with participants to determine their interests and make appropriate recommendations for their participation with CSI. Sorting is done based on the following guidelines:

- 1 Group members who live near each other in the camp may find it easier to organize and to continue their work together after the training has been completed.
- 2 Very old participants may have special learning needs and abilities. One idea is to form groups of older participants who work at a similar pace. Another idea is to integrate older participants into the other groups, and support the trainer and trainees in supporting them.

Trainers

Trainees choose their own trainers from the community. CSI staff can help identify trainers as needed, but the decision belongs to the group. This makes the trainer responsible to the group itself, and again, promotes participant ownership of the group.

Things to consider:

- 1 Trainers must not only be qualified in the skill they are going to teach, but be able to pass this knowledge on to others.
- 2 Trainers need patience and sensitivity to effectively nurture vulnerable women trainees.

Compensation for Trainers

Model 1: Trainer as Participant. Under this model, the Trainer is considered a member of the group. She receives a percentage of the group's final income (usually 20-30%, but agreed upon by the group before training begins) and a final package of materials, but no formal salary. Like the other group members, she may only participate in the CSI program once.

CSI used this model during a time when there were many skilled people in the camp. Many of these people had learned their skills in their home countries, but did not have the means to put them to use. Working as CSI Trainers enabled them to share their skills and receive materials with which to start their own businesses after the training. Limiting Trainers' work with CSI to one time only allowed CSI to offer the opportunity to more people.

Model 2: Trainer as Contracted Worker. Under this model, the Trainer is contracted by the group for the training period and paid a monthly stipend by CSI. The Trainer is not, however, an ARC employee and does not receive ARC benefits. A Trainer may be hired by other groups for future training periods.

As the Camp population became smaller, and fewer skilled trainers were available, CSI moved to the stipend model. The payment serves as an incentive for trainers to do their job and to do it well. Because Trainers can be re-hired, CSI receives a better return on the time it invests in improving trainers' teaching skills.

Approval Process

Grant Application Form: Once a group is formed, they choose a trainer, a group name, and a group leader. Then they work with CSI Supervisors to fill out a Grant Application Form. The form aims to help the group think through their plans before starting their training. It includes questions on:

- 1 What products they will make.
- 2 To whom they will sell.
- 3 How much they expect to earn per month.
- 4 How income will be divided between the trainer and the other group members.
- 5 Who will keep group records.
- 6 Who will be responsible for their cash.
- 7 What their training schedule will be.
- 8 Participant verification information.

The group writes a budget proposal as a part of the Application and outlines what their own contribution will be for the group. Typically, participant contributions include items such as mats for their babies to sit on while they work, brooms to clean their training huts, water, cups for drinking water, and firewood.

The Supervisor submits the completed Grant Application Form to the Kissidougou office. The Program Clerk and Program Coordinator verify that all of the group members on the form are, in fact, on the CSI list of potential participants. Groups should have no less than 6 members, so if any members are rejected, and the group total becomes less than 6, additional members must be added. Next, the Grant Application Form is passed on to the Grants Officer and Monitoring Evaluation Officer so they can schedule a Pre-Grant Interview with the group.

Pre-Grant Interview

The Grants Officer and/or the Monitoring and Evaluation Officer hold an interview with the group to evaluate the feasibility of their proposal and help them refine their plans. All group members, including the Trainer, must be present so that group decisions can be made. The interview is guided by the Pre-Grant Interview Form. The interview includes:

- 1 A review of the information submitted on the Grant Application Form
- 2 Confirmation that the participants and the Trainer have the same expectations
- 3 Group agreement on their rules and regulations
- 4 Evaluation of the Trainer's qualifications
- 5 Clarification of the groups' motivations and plans for after graduation

CSI team meeting in Kissidougou. Left to right: Mohammed S. Jabateh, Grants Officer, Mariama Touray, WOT Supervisor, Jonanthan S B Leno, Local Program Officer, Samuel Edricks, CSI Supervisor, Rachel Kamano, Monitoring and Evaluation Officer, Saa Faya Kamano, Program Clerk. Bottom: Sandounou Morie Amigos, Training Officer.



The Grants Officer and/or Monitoring and Evaluation Officer evaluates the group based on this interview and either asks them to make improvements or recommends them to the Program Coordinator for approval.

Start-Up Training Materials

Once a group is approved, the Grants Officer and/or Local Program Officer orders materials for their training. The materials provided are not necessarily exactly what the group requested in the budget proposal. Instead, CSI has a standard grant package for each type of skill group. (See Training Grant and WOT Packages). The budget proposal serves mainly as an exercise to help the group think about what they will need and how much their supplies cost.

The standard budget is based on a group of 6 to 8 people. It is intended to get the group through the first few productions of their product. After that, participants must use the income from their sales to buy additional supplies. This is designed to help participants develop business skills which will sustain them upon completion of the training.

Disbursement of Training Materials to Groups

Disbursement of training materials is done through the following steps:

- 1 Group members are verified (their ID card number and identifying information must match that which is on CSI's participant list and the group proposal).
- 2 Staff read and explain the *Training Grant Agreement* to the groups. The Agreement outlines the terms of the grant and the participants' responsibilities.
- 3 The materials to be disbursed are spread out so that they are in full view of everyone present. The Grants Officer reads a list of what the group will be given, and group members confirm that it is all there.
- 4 The group members, Grants Officer, a Supervisor and the Coordinator all sign a *Grant Disbursement Form*, listing the materials which have been disbursed. Participants each sign the *Training Grant Agreement*.
- 5 A photo is taken of all the group members with their supplies. This is kept in the group file, and is used in case of any future disputes about what materials were received or who was a part of the group.

Storage and Replacement of Materials

Training materials are kept in the CSI warehouse at the Women's Center and monitored by the Grant Store Person. Each morning, participants sign out the materials they wish to use. At the end of the day, they sign them back in. This keeps the materials from being lost, stolen, or misused.

Transparency is emphasized in the purchasing of additional supplies. The group must decide and record what to buy, how much, and what they are willing to pay for it. Because many supplies cannot be purchased in the camps, the group must entrust their money to someone who can shop for them in Kissidougou. This may be a group member, friend, or CSI staff person. The group signs their money over to this person along with a written agreement on what the money should be used for.

Small Business Workshop

All participants must attend a one-day business management workshop. The training is led by staff from the ARC Income Generation Projects (IGP) program and supported by CSI staff. Topics include the following:

- 1 Buying and selling - factors that influence buying, why do you buy (consumption, pleasure, to sell at a profit)
- 2 Costing and pricing - costing is determining how much it costs you to make a product (materials, transportation, labor etc); pricing is cost plus what you want as profit
- 3 Business management - choosing a location, considering market layout (don't sell kerosene by food), customer relations (be friendly, involve them in conversation)
- 4 Marketing - Four Ps: product (quality), place (visible to customers), promotion (advertising), and price (low enough to draw customers; go for low profit, high turnover)
- 5 Record-keeping - literate (numbers, basic addition, subtraction, daily cash needs) and illiterate (recognize currencies, using marks and pictures to record transactions)

Training Duration

Trainings are generally held over a 6-month period. Training hours depend on the skill type and the group's decisions, but are generally 5 hours per day, 3 to 5 days a week. Some skills, such as soap making, may require less time than others such as tailoring or machine embroidery. This part-time schedule allows participants to meet their other responsibilities (childcare, farming, other family duties) in addition to completing their training.

Training Setting

Trainings are held in small open huts in the Women's Center compounds. This gives participants easy access to GBV counselors who are also based at the Centers. Classes are informal, and participants may bring small children with them and talk while they work. The relaxed atmosphere facilitates the development of social support networks among participants.

Training Content

CSI does not have a standard curriculum for its skills classes. Instead, each Trainer designs his or her own training around participant needs and interests with the support of CSI staff. Trainers are encouraged to incorporate both theory (measurements of dye ingredients for tie dying) and practice (actually dying the cloth) into their classes. Learning is emphasized over production and sales. For example, it is more important that

each participant gets hands-on experience tying cloth for tie dye than that the result is perfect and easily sold. This approach must be emphasized and monitored so that trainers do not do all the productions themselves.

Group Management

Each Animator is responsible for up to two groups at a time. The Animator keeps records of attendance, materials going in and out of the warehouse and financial transactions. S/he oversees the group on a daily basis, and helps solve problems as needed. Each group chooses a Secretary who keeps financial records parallel to the Animator's. Supervisors oversee the groups and sign off on financial records each week.

Sales Tips:

- 1 Target your sales. Inexpensive, basic items such as soap and baked goods sell well in the general camp community and local village markets. More expensive luxury items such as embroidered bedspreads can be targeted to NGO workers who have more disposable income and are more likely to buy on impulse.
- 2 Encourage cash payments. Cash is preferable to credit because it allows the group to buy additional supplies right away and avoids the hassle of debt collection. Some groups offer discounted prices to customers who pay cash.
- 3 Credit purchases should be co-signed. The reality is that much of the camp economy functions on a credit system. People buy products on credit, and pay for them at the end of the month when they can sell their food rations or are paid by NGOs. CSI groups have a policy that all such loans must be co-signed. If the person repatriates or otherwise fails to pay, the debt becomes the co-signer's responsibility.

Monitoring and Evaluation

The Monitoring and Evaluation Officer conducts 3 random visits, one midterm evaluation, and a final evaluation for each group over the 6-month training period.

Ongoing Monitoring - 3 random visits - The visits aim to:

- 1 Verify attendance of participants and Trainer, follow up on any drop outs
- 2 Assess progress of group members, give feedback to Trainer on which participants may need extra support
- 3 Give feedback to Trainer on training techniques, ensure that she is focused on teaching and not doing her own projects
- 4 Identify and resolve any conflicts between the group and the trainer
- 5 Ensure that materials are not being misused (taken for personal use etc)
- 6 Help Animator solve problems as needed

Midterm Evaluation - During the evaluation, the Monitoring and Evaluation Officer:

- 1 Meets with participants individually to assess progress and identify concerns
- 2 Observes a production of the product and calls on participants to demonstrate specific steps
- 3 Checks physical cash to see that it is in line with financial records

Final Evaluation - The final evaluation has three parts:

- 1 Group meeting using the Final Group Report form. Group members agree on current finances (how

much money is in hand and how much remains out on credit), materials (what is where, how much remains), settle any disputes, and make plans for graduation.

- 2 Individual assessment using the Individual Final Assessment form. The form aims to assess the participant's skill level, their experience with CSI, and their plans for after graduation. Those whose skills are not satisfactory must continue training until they have mastered them. The group must graduate together, so participants are encouraged to help weaker members build their skills.
- 3 Financial Clearance. All debts owed to the group must be collected. The financial records of the group and the Animator must match. All transactions are reviewed with the group and its trainer in the presence of the Animator and Supervisor. The final income is divided among group members and the trainers according to the percentages agreed upon in the group project application. All those present must sign for the money they receive.

Graduation and Final Package of Materials

Upon graduation from the training, each participant receives a package of materials with which to practice her skill. These are disbursed in the same way as training materials: the recipient verifies that all materials are there, is photographed with them, and signs a Grant Disbursement Form. Graduates also receive certificates stating that they have completed a 6-month training course in their skill area.

Follow-Up with Graduates

Field staff perform follow-up visits to Training Grant graduates to see if they are continuing to use the skills they learned. Graduates are interviewed using the Training Grant Graduate Follow-up form.

2.3 Vocational Scholarships

Description: Scholarships provide a monthly stipend to participants to attend another organization's skill training program. Upon graduation, participants receive a small package of materials to allow them to continue using their new skill.

Aim: Skill training builds confidence and self-sufficiency. Scholarships reduce financial barriers to this training.

Rationale: The scholarship model allows participants to benefit from an organization's specific expertise. CSI maintains its focus on women, but reaches youth by facilitating their training with organizations whose expertise is adolescents. Scholarships also expand training options available to participants, because partners offer skills that CSI does not have the resources to cover.

Scholarship Registration

Potential scholarship recipients fill out a Scholarship Application form with the help of Supervisors. The Application includes:

- 1 What skill the applicant wants to learn and why
- 2 Where she would like to train
- 3 How she will care for her children while she trains
- 4 What she needs to be able to train, how she will use the stipend to meet these needs

Participants enroll in the training program they want to complete, and start classes. They are not, however, guaranteed a scholarship until CSI's approval process is complete.

Scholarship Approval

The Kissidougou office verifies that:

- 1 The applicant is on the list of potential participants
- 2 The applicant is enrolled at their chosen training center
- 3 The training is at least one month in duration

Scholarship Disbursement

Scholarship recipients are eligible for a stipend upon completion of their first month.

First, recipients sign the Vocational Scholarship Agreement Form. Terms outlined in the form include:

- 1 The stipend will be paid only for the actual period of enrollment (it starts when they start classes, it ends when they stop attending classes).
- 2 Unexcused absences result in a deduction from that month's payment.

Disbursement is done using verification procedures described in the Training Grant section of this manual. Recipients sign the Vocational Scholarship Disbursement Form each month upon receipt of their stipend.

Stipend

CSI has stipend rates for full and part-time classes. CSI also provides a one-time allowance for school uniforms and shoes. Things to consider in setting a stipend amount:

- 1 How much do students need to support themselves?
- 2 Does the student's time in class take away from their ability to bring in income? (Would students spend their time on generating activities if they were not in class?)
- 3 Do students have to pay for childcare while they are in class?

Scholarship Monitoring

Monitoring of scholarships includes the following:

- 1 Supervisors collect attendance records from training centers on a weekly basis.
- 2 Animators perform spot checks about three times a week to verify attendance.
- 3 Unexcused absences are followed up on.
- 4 Students may come to CSI staff with concerns about their training.
- 5 Students meet weekly with Supervisors.
- 6 Monthly attendance records are submitted to the Grants Officer for disbursement of stipends.
- 7 Kissidougou staff do additional problem solving at monthly disbursements.
- 8 The LPO, Grants Officer, and Monitoring and Evaluation Officer conduct periodic visits to training centers to observe and assess the quality of the training being done. Feedback is given to the partner organization as needed.

Final Package

Upon graduation, scholarship students receive a small package of materials in order to continue using the skill they learned. See *Vocational Scholarship Packages* for sample packages. Disbursement is done according to the following procedures:

- 1 The materials to be disbursed are spread out so that they are in full view of everyone present. The Grants Officer reads a list of what each graduate will be given, and graduates confirm that it is all there.
- 2 Staff congratulate students on their graduation and urge them to use the materials to practice their skills rather than selling them.
- 3 The graduates, Grants Officer, a Supervisor, and the Coordinator each sign a *Grant Disbursement Form*, listing the materials which have been disbursed.
- 4 A photo is taken of the all the graduates with their packages. This is filed and used in case of any future disputes about who received which materials.

Suggestions for Vocational Scholarships

- 1 Assess what you do best. Use partners to fill in the gaps.
- 2 Seek out partners who train in areas you don't. For example, some of our participants learned masonry, carpentry, and secretarial science at a partner's technical school.
- 3 Coordinate with partners to avoid duplication. We offer vocational scholarships primarily to those with little or no formal education while a partner offers professional scholarships to high school graduates.
- 4 Think about your financial and human resources. Scholarships are more expensive per person than Training Grants, but require minimal staff time.
- 5 Take student safety into account. We restrict our scholarships to camp-based training because refugees often face harassment outside the camps.

2.4 Academic Scholarships

Description: Academic Scholarships consist of a one-time package of school materials.

Aim: Academic Scholarships aim to keep girls in school.

Rationale: Academic Scholarships were originally designed because CSI found that some of the potential participants on its list were students. Some of these students wanted to drop out of school to learn a skill through CSI. Rather than encourage students to drop out, CSI offered them a means and incentive to continue their studies.

Academic Scholarship Approval

Potential recipients fill out a Scholarship Application Form with the help of Supervisors. Recipients are verified and approved by the Coordinator based on the Grants Officer and LPO's recommendations.

Scholarship and Disbursement

Students receive a standard package of school materials. (See the *Academic Scholarship Package*.)

CSI disbursement procedures are followed:

- 1 Students are verified (their ID card number and identifying information must match that which is on CSI's participant list and the *Scholarship Application Form*).
- 2 Staff read and explain the *Academic Scholarship Agreement* to the groups. The *Agreement* outlines the terms of the scholarship.
- 3 The materials to be disbursed are spread out so that they are in full view of everyone present. The Grants Officer reads a list of what each student will be given, and students confirm that it is all there.
- 4 The group members, Grants Officer, a Supervisor, and the Coordinator all sign a *Grant Disbursement Form*, listing the materials which have been disbursed. Participants each sign the *Academic Scholarship Agreement*.
- 5 A photo is taken of all the students with their supplies. This is filed and used in case of any future disputes about who received what materials.

Monitoring of Academic Scholarships

Field staff make weekly visits to the schools to check on student attendance. As a part of their package, girls receive a lantern and kerosene so they can study at night. The kerosene is kept at the Women's Center. Girls pick up one liter each week. This ensures weekly contact between students and CSI staff, and takes pressure off of girls to share or sell their kerosene. In addition, staff make home visits to see that kerosene is being used to study and to provide support as needed. Grades are documented at the end of each term.

2.5 Repatriation Grants

Description: Repatriation Grants provide women who qualify for repatriation a two-day training on GBV and income generation and a small package of materials designed around the client's particular skills and interests.

Aim: Repatriation Grants aim to encourage women to repatriate, and to reduce their vulnerability upon arrival in their home country.

Rationale: Repatriation Grants were first introduced in 2004, when UNHCR announced that all Sierra Leonians should repatriate by March 2004, and that assistance would be cut off at the end of June 2004. Rather than encourage Sierra Leonians to stay in the camps by involving them in 6-month training programs, CSI wanted to support the repatriation effort. Repatriation Grants provide an incentive to repatriate and prepare clients to do so.

GBV Training

GBV training helps survivors deal with their experiences and raises awareness among all participants. The training covers types of GBV, consequences of GBV, and confidentiality.

Income Generation Training

An increased ability to generate income reduces women's vulnerability during their transition time at home. The training focuses on practical advice on how to generate income immediately upon arrival in the home country. Case studies and role-plays are used to teach business principles (as described in section 2.2) within the repatriation context.

Start-up Grants

Start-up packages provide basic supplies for income generation upon arrival in the home country. Field staff note each woman's skills and interests during an initial information meeting at the Women's Center and make recommendations to the Kissi office on start-up packages. For example, a woman who knows how to do needlework receives needlework materials. Those without a specialized skill are given items which can be easily transported and sold for profit at a table market such as salt, maggi cubes (seasoning), and onions. See sample *Repatriation Packages*.

Assessment Interview

After training but before disbursement, the Grants Officer interviews each participant, using the *Repatriation Grant Client Form*. The interview helps participants think through their business strategy, and collects information for program use (repatriation date and destination).

Grant Disbursement

Clients must demonstrate that they are actually repatriating before receiving their packages. Under UN-HCR policy, refugees receive tickets with identifying information and a bracelet the day before their departure by convoy. To get her package, a client must show CSI staff her bracelet. Because clients leave sporadically, disbursements are done on an as-needed basis.

Overall disbursement procedures are as follows:

- 1 Client's repatriation bracelets are checked.
- 2 Clients are verified (their ID card number and identifying information must match that which is on CSI's participant list and the *Repatriation Grant Client Form*).
- 3 The materials to be disbursed are spread out so that they are in full view of everyone present. The Grants Officer reads a list of what each client will be given, and clients confirm that it is all there.
- 4 The clients, Grants Officer, a Supervisor, and the Coordinator all sign a Grant Disbursement Form, listing the materials which have been disbursed.
- 5 A photo is taken of the all the clients with their packages. This is filed and is used in case of any future disputes about who received what materials.

2.6 Special Grants

Description: Special Grants are designed on a case-by-case basis for GBV survivors for whom CSI's other types of assistance would be inappropriate.

Aim: Special Grants aim to meet the specific needs of the individual.

Rationale: CSI's standard types of assistance may not be appropriate for certain GBV survivors. Special Grants allow the flexibility to meet individual needs.

Designing Grants

Special Grant recipients may include child or male GBV survivors or exceptions to the "non-eligibility guidelines." Supervisors in the field meet with the potential grant recipient to assess his or her individual

need. They fill out a *Grant Application Form* and *Special Grant Plan* with the client and submit it to the Grants Officer. The Grants Officer reviews the forms and sends them back to the field for improvements or forwards them to the Coordinator for approval.

The following table offers examples of Special Grants given in the past.

<i>Type of Skill Opportunity</i>	<i>Personal Details</i>	<i>Grant</i>
Disabled woman who was raped and robbed in her home	Current ARC/IGP loan client Business materials were stolen	Business materials were replaced.
GBV survivor married to a CSI staff person	Skilled in embroidery About to repatriate	One-time package of embroidery materials given for use in Sierra Leone.
CSI tailoring scholarship graduate who was subsequently raped in the camp	Ashamed to leave her house	Apprenticeship arranged with local tailor for increased confidence and social reintegration.
Male GBV survivor	Interested in construction	Vocational training in construction arranged, supplies provided.
Psychologically disturbed GBV survivor	Required close supervision by her mother	Training Grants given to both mother and daughter.

Disbursement

Disbursement is done in a low-profile setting in order to avoid drawing attention to the survivor.

Standard CSI disbursement procedures are followed:

- 1 The client is verified (ID card number and identifying information must match that which is on CSI's participant list and the *Grant Application Form*).
- 2 The materials to be disbursed are spread out so that they are in full view of everyone present. The Grants Officer reads a list of what the client will be given, and client confirms that it is all there.
- 3 The clients, Grants Officer, a Supervisor, and the Coordinator all sign a *Grant Disbursement Form*, listing the materials which have been disbursed.
- 4 A photo is taken of the client with her grant. This is filed and used in case of any future disputes.

Grant supplies awaiting disbursement in Kountaya camp.



3 Women of Today (WOT)

What: The WOT program offers commercial sex workers support, advocacy, reproductive health education, and vocational training. A monthly stipend is provided during vocational training, and a package of materials with which to continue their new skill is given upon graduation.

Aim: WOT aims to help commercial sex workers make informed choices about their bodies, increase their self-confidence, and improve their ability to support themselves.

Rationale: Women involved in commercial sex work are at high risk for STIs, HIV, physical violence, and exploitation. They may also suffer from shame and feelings of powerlessness.

WOT teaches women how to protect their bodies, helps them develop a social support network, and builds confidence and opportunity through skill training.

WOT Overview

The WOT program consists of an Identification/Introduction phase, a Reproductive Health Education phase, a Vocational Training phase, and a Follow-Up phase. An entire cycle takes 16 months to complete. See Appendix III for a timeline of all WOT activities and forms, all italicized forms, and related materials.

Confidentiality

In order to protect confidentiality and avoid stigmatization of WOT participants, WOT operates in strict secrecy. A series of measures are in place to keep it under cover:

- 1 WOT is run separately from other CSI activities and has its own staff.
- 2 The office is in a non-central, residential area of the camp, not at the Women's Center.
- 3 The office location is not to be disclosed to those outside the program.
- 4 Vocational training is done in small groups scattered throughout the camp: there is no central training site. As such, participants are not easily identified as being part of a program.
- 5 Confidentiality is stressed among participants.
- 6 The program is only discussed with other ARC staff on a need-to-know basis.
- 7 The program is not reported on or discussed in meetings with partner organizations.

PHASE I: IDENTIFICATION AND INTRODUCTION

Identification of Participants

Over a one month period, WOT Animators and Supervisors identify participants at bars, clubs, and other areas where sex is bought and sold in the camp. They befriend potential participants without revealing that they are part of an ARC program. They then invite the candidates to a party. At the party, the WOT program is explained, and guests are invited to join.

Each WOT group has a total of 20 to 30 participants. We have found that keeping the groups relatively small facilitates group cohesiveness and allows us to provide maximum attention to each individual.

Short-term unpaid volunteer Animators are recruited to aid in the identification process. They are selected from other NGO programs which emphasize confidentiality. All Animators are given a two-day training to prepare them for their work. Food is provided at the training. Topics include:

- 1 The role of a WOT Animator
- 2 Rules for WOT Animators
- 3 ARC's non-sectarian policy
- 4 Confidentiality
- 5 How to identify people

At the conclusion of the training, all volunteers sign a *WOT Volunteer Animator Commitment Contract* agreeing to the terms of their work.

Staff and volunteers are provided with flashlights and batteries because most identification takes place at night, and a per diem so that they can buy non-alcoholic drinks and snacks for potential participants.

Introduction of the Program

The program begins with a screening of the movie *Pretty Woman*. The film depicts a commercial sex worker in the U.S. who leaves her profession. It serves as a springboard for discussion on sex work, condom usage, and planning one's life.

Note: This particular film is not ideal in that the woman leaves her sex work mainly because a rich client falls in love with her. On the other hand, participants enjoy it, and we have not yet found a better substitute.

After the film, staff conduct interviews with participants about their experience so far with the program, their current situation in the camp, and how they would like their situation to be. (See *WOT Questionnaire 1* in Appendix III.) The information is used to improve the identification and introductory phase of the program, and to track the participant's progress as she progresses through the program.

Intake Procedures

Staff conduct individual intake meetings with participants using the WOT Intake and Case History forms. The intake meeting is an opportunity to:

- 1 Provide an in-depth explanation of WOT's confidentiality policy
- 2 Gain an understanding of each participant's personal history

- 3 Identify participant needs so that appropriate action can be taken
- 4 Collect information for program statistics

Participants sign a *WOT Participant Commitment Contract* agreeing to:

- 1 Abide by group-imposed rules and regulations
- 2 Maintain confidentiality of group members
- 3 Refrain from threats or violent behavior towards participants or staff
- 4 Attend trainings and meetings
- 5 Forgo program support upon resignation from the program

PHASE II: REPRODUCTIVE HEALTH EDUCATION

Reproductive Health Education

The program begins with a four-week reproductive health program with an emphasis on condom usage. Classes are two hours a day, four days a week. They are taught by a female ARC Health staff person. She is not paid, but receives meals with the participants during the trainings. Topics include the following:

- 1 Male and female anatomy and physiology
- 2 The menstrual cycle, fertilization
- 3 Safe motherhood
- 4 STIs
- 5 HIV/AIDS

After the health training, staff meet with clients individually to get feedback on the training, assess behaviour and attitudes on condom usage, and track progress. (See *WOT Questionnaire 2* in Appendix III.)

Medical Exam

At the conclusion of the health education phase, clients are offered gynecological exams. Those who want to be examined sign a WOT Participant Medical Consent form. The group is tested together on a Saturday by special arrangement with an ARC physician. The support of their peers makes testing less intimidating for our clients. After the tests, participants receive an explanation of their results, appropriate medication, and a review of health messages on the importance of safer sexual practices. Staff conduct follow-up interviews with each woman using the WOT Medical Exam Follow-up form to ensure that the process was conducted appropriately. The high prevalence of STIs identified among our clients underscores the importance of this component of the WOT program.

Gender-based Violence Training

Participants undergo a two-day training on GBV issues with an emphasis on sexual exploitation. Topics include:

- 1 Types of GBV
- 2 Consequences of GBV
- 3 Ways to prevent GBV

*Scholarship recipients
celebrate their graduation
in Kountaya.*



PHASE III: VOCATIONAL TRAINING

Preparation for Vocational Training

After the reproductive health education phase, a meeting is held to present and discuss available training options. Those who wish to learn a skill form groups of 2 to 5 people and sign a WOT Vocational Training Agreement. Training includes tailoring, embroidery, needlework, soap making, tie dying, and hairdressing.

Internal Group Management

The WOT group is encouraged to manage itself as much as possible. This helps participants take responsibility for their own learning, develops leadership skills and builds group cohesiveness. The group chooses a name, creates a set of rules for itself and selects Board members. Rules typically include things such as:

- 1 Maintain confidentiality about the program and its participants.
- 2 Respect each other and do not gossip.
- 3 No tribalism.
- 4 Be punctual.
- 5 Attend weekly meetings - no unexcused absences.
- 6 Board members must uphold their responsibilities.

The group may choose to impose fines on members who break the rules. Fines are paid to the Treasurer and used for the graduation party at the end of the program.

Board members undergo a two-day Leadership Workshop. Topics include:

- 1 Leadership roles
- 2 Responsibilities of leaders
- 3 Challenges specific to the WOT program

See Appendix III for Board member job descriptions.

Business Management Training

Before beginning their vocational training, participants undergo a two day business management workshop facilitated by a female staff person from the ARC IGP program. The workshop covers the same topics as the one held for Training Grant recipients. (See Section 2.2 for details.)

Vocational Training Overview

WOT vocational training is run similarly to vocational training offered through CSI Training Grants. (See Section 2.2.) Start-up materials for training and a final package of materials with which to continue the skill are the same in both programs. (See Appendix II.) The main differences between WOT vocational training and Training Grants include:

- 1 In order to maintain program secrecy, WOT Trainers are always contracted by the program rather than including them as participants. This allows the same trainers to train group after group, thus reducing the number of outside people who know about the program. Trainers sign a WOT Trainer Contract.
- 2 Because trainings are not held at a central location, WOT training materials are stored by the trainer rather than in a program warehouse. The trainer is responsible for the materials and must pay for any that go missing.
- 3 In order to minimize the amount of materials the trainer must store, not all materials are given at the initial disbursement. For example, a soapmaking group may receive a portion of its oil supply each month for three months.
- 4 WOT training classes are held five days a week. WOT clients are generally more vulnerable than CSI clients and may need extra time to develop their skills.
- 5 Monitoring and evaluation of WOT vocational groups is conducted by the WOT Program Advisor rather than the CSI Monitoring and Evaluation Officer.

Financial Management of Vocational Groups

All group money is held in the WOT office under the care of the Program Advisor. This prevents group members from misusing or arguing about funds. Supervisors and Animators oversee sales by beneficiaries and ensure that income is turned in to the office. Each group has a notebook in which to record all financial transactions.

Monthly Stipend

Participants receive a monthly stipend during the vocational training phase of the program. This allows them to focus on their training without having to seek alternate sources of income to cover basic necessities such as food and clothing. It also serves as an incentive to attend classes because the stipend is reduced for unexcused absences.

Participants frequently buy products from each other on credit. To maintain the stipend's original intent, a limit was placed on how much of the stipend may be credited toward purchases each month. Debt must be paid immediately upon receiving the stipend. Disbursement of the stipend is done as follows:

- 1 Participants meet with the disbursement team (Program Coordinator, Program Officer, and Animators) individually.
- 2 Monthly attendance is reviewed. Unexcused absences result in a deduction from the stipend.
- 3 The participant receives her stipend and signs for it.
- 4 The participant is asked whether she owes any of the other groups money. Animators check financial record books to confirm.
- 5 The participant pays her debt. Animators sign for receipt of the money and add it to the appropriate vocational group's account.

Support and Advocacy

WOT staff provide intensive support and advocacy for participants throughout their time in the program. This includes:

- 1 Needs assessment and case history during participant intake as described above.
- 2 Home visits for individual follow-up.
- 3 Visits to bars and video clubs for on-the-spot advice to any participants found there.
- 4 Weekly group meetings to address personal and program issues and build a sustainable support network among participants.
- 5 Self-expression through drawings of life experiences.
- 6 Distribution of condoms to participants and bar owners.
- 7 Referrals for clinical counselling, medical care, protection issues, or material assistance as needed.

PHASE IV: FOLLOW-UP

An exit interview is conducted with each client after the completion of vocational training in order to get feedback on vocational courses and track client progress. (See WOT Questionnaire 3). The staff follow up with all participants for six months after the vocational training in order to track continued progress and provide advocacy, support, and assistance. Interviews are held one, three, and six months after graduation. (See WOT Questionnaires 4-6.)

4 Medical Case Management

What: Caseworkers offer advocacy and support to GBV survivors and vulnerable women within the health care system.

Aim: Medical Case Management aims to improve GBV survivor's access to quality medical care.

Rationale: Many GBV survivors are ashamed of their experiences and reluctant to talk about them. To seek medical help through the traditional manner may mean explaining their story to multiple people before finally getting the care they need. This may be so intimidating that survivors choose to forgo care. Caseworkers can take survivors directly to the care they need.

See Appendix IV for italicized forms and materials.

Role Within the Health Care system

The Caseworker helps survivors navigate the health care system. She does not necessarily have medical expertise herself, but must be comfortable working in a health care environment. She cannot supervise medical staff, but can encourage them to follow GBV procedures, and report areas needing improvement to the CSI Coordinator who can bring them up with the Medical Coordinator.

The following are guidelines given to Caseworkers on their role.

Caseworkers should:

- 1 Help identify survivors in the health care system. This is done by sitting in on consultations with women, taking on patients who approach them for help, and accepting clients referred by partner organizations or health care staff. Caseworkers may also do sensitizations in the health posts or in the general community to encourage survivors to seek medical help.
- 2 Provide support to patient through validation, empathy, and assurance that proper, confidential care will be received.
- 3 Contact a doctor about the patient. Set up a time for the survivor, Caseworker, and doctor to meet. If the incident has taken place in the last 72 hours, this meeting should be done immediately.
- 4 The Caseworker should be present during the exam. She is there to provide support to the patient, translate between the patient and doctor if needed, and help the doctor follow appropriate procedures.
- 5 During or immediately after the exam, the Caseworker should ask the survivor if she would like to take legal action on the case. If the answer is yes, the Caseworker should take her to the police. Next, the Caseworker should inform UNHCR so that they can follow up on the case.
- 6 The Caseworker should explain what other resources are available to the survivor and offer to make referrals to partners for specialized services (clinical counselling, psychosocial support, protection needs).

- 7 At the conclusion of the exam, the Caseworker and doctor should make plans for follow-up with the client. The Caseworker can bring the client in for another consultation if needed, and can help make sure the client takes prescribed medication.
- 8 If the incident occurred in the last 72 hours, the Caseworker should contact the Program Coordinator right away.

Types of Cases

We have found that the majority of GBV incidents addressed by Caseworkers took place during the war or during flight. Survivors suffer lasting consequences of trauma and STIs. A small number of cases take place in or around the camp. The vast majority of survivors are women, but male survivors are encouraged to use Caseworkers' services as well.

Caseworkers are occasionally called upon to deal with cases which are not strictly GBV- related. Such cases may include extremely vulnerable women who are afraid to go to the health center, pregnant teens, or mental health patients.

Outreach

Caseworkers participate in women's meetings and CSI's mass sensitizations in order to explain the services they offer and increase their visibility in the camps. Women sometimes seek out the Caseworkers after these meetings to talk about their experiences and ask for help. For some, going to the health post alone is intimidating, but they are willing to approach Caseworkers informally to set up appointments. Thus it is important that Caseworkers spend time in the community and make their roles known.

Identification of Areas to Improve in Health System

Caseworkers can provide a survivor's perspective on the health care system and make suggestions for improvement. Past recommendations have included creating a private space for survivors to talk to Caseworkers, asking Doctors to keep unnecessary personnel out of the exam room during consultations, and allowing women with STIs to set up appointments for their partners.

Training of Medical Staff

Caseworkers assist the Training Officer and Program Coordinator in designing trainings specifically for health care staff. See Appendix IV for general points of emphasis in clinical management trainings, and medical response scenarios used in the trainings.

Record Keeping and Reporting

During their client meetings, Caseworkers record a narrative description of the survivor's experience and concerns on the *Case History* form. They record statistical information on the *Individual Case Stats: GBV* form. This form describes cases in statistical terms only and is used for program reporting. For non-GBV cases, Caseworkers fill in the *Individual Case Stats: Non-GBV* form.

The physician records medical information according to health post procedures. S/he also completes a medical certificate documenting observations and findings. The survivor receives two copies of the certificate: one for her own records and one to take to legal authorities should she ever choose to pursue her case legally.

Caseworkers report recent cases (those which occurred within the last 72 hours) to the Program Coordinator immediately. This is essential in order to ensure that emergency contraception is offered while it is still effective, and prompt legal action is taken if the survivor desires it. (We have found that perpetrators often disappear from the camp if they are not arrested right away.)

Each month, Caseworkers submit the following to the Program Coordinator:

- 1 *A Monthly Caseworker Report* of cases, referrals, activities, and needs identified.
- 2 *An Individual Case Stats: GBV* form for each new GBV case that month.
- 3 *A Case History* form for each new GBV case that month.
- 4 *An individual Case Stats: Non-GBV* form for each non-GBV case that month.

Confidentiality

Caseworkers operate under a strict confidentiality policy. Identifying information is not released without the survivor's consent. Records are kept in a locked file cabinet.

The sole exceptions to the confidentiality policy are when:

- 1 The survivor is a minor. ARC is required to report GBV cases involving minors to UNHCR for follow-up.
- 2 Guinean authorities present a “de la part de la loi” legal document requesting medical records. ARC must comply with the request and notify UNHCR.
- 3 The survivor poses a direct threat to herself or others. ARC must act to protect those at risk but release only relevant information.

Caseworkers use the *Confidentiality and Consent* form to explain ARC's confidentiality policy to clients during their first meeting.

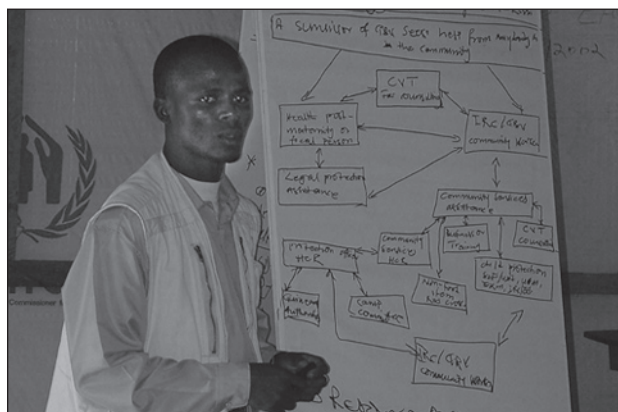
Support for Caseworkers

Caseworkers have a difficult job. Some stress factors include:

- 1 Being on-call 24 hours a day. Even on their days off, people come to their homes for help.
- 2 Emotional overload. Caseworkers provide support to survivors of extreme trauma, and may find it hard not to take on others' burdens.
- 3 Security concerns. Our Caseworkers have received threats or negative community pressure from people who feel their advocacy work is getting men in trouble.

To reduce these stress factors you can:

- 1 Assure that there are enough Caseworkers in place to absorb the work load.
- 2 Encourage Caseworkers to provide each other with support and suggestions for difficult cases.
- 3 Check in frequently with Caseworkers to identify and address concerns.
- 4 Have a security system in place: access to safe houses, the option of leaving the camp if needed, and communication with UNHCR Protection.



CSI training on the inter-agency GBV referral system linking health, psycho-social and legal services

5 GBV Education and Awareness-Raising Activities

GBV education and awareness-raising activities include Targeted Trainings, Prevention Grants, and Sensitizations. See Appendix V for all italicized forms and standard budgets.

5.1 Targeted Trainings

Description: Targeted Trainings on GBV are tailored to specific groups such as security forces, health care workers, psychosocial NGO workers, camp committee members, teenagers, and vulnerable women.

Aim: Targeted Trainings aim to increase trainees' ability to respond appropriately to GBV cases and to help them prevent sexual exploitation.

Rationale: The GBV response network is only as good as the people who staff it. In addition, people in positions of power (by virtue of their status or employment) can be very positive forces in addressing GBV, but they can also use their power to exploit others. Trainings can clarify what constitutes exploitation so that people do not engage in it.

Trainings are 1 to 3 days in length.

Topics include:

- 1 GBV: definitions, consequences, prevention, response
- 2 Confidentiality: definition, relevance to GBV
- 3 Sexual Exploitation: definition, prevention, response

For curriculum details, see the GBV Training Manual produced by ARC and CVT ("Assisting Survivors of Gender-based Violence: ARC/CVT Training Guide for Health Workers and Business Extension Agents in refugee camps Guinea" by Ben Terlouw) in Appendix V.

5.2 Prevention Grants

Description: Prevention Grants are in-kind grants awarded to grassroots community groups who address GBV issues through culturally appropriate means such as drama, dance, music, and debates.

Aim: Prevention Grants aim to build local capacity to address GBV in their communities.

Rationale: Community members are uniquely placed to address their peers. Building local capacity to address GBV is an investment in the sustainability of CSI's work within the camp and after repatriation.

Identification of Groups

Community groups who would like to address GBV issues meet with Supervisors to discuss their ideas. These may be pre-existing groups (some of our groups originated in Liberia) or groups formed in the camp specifically to address GBV.

Application and Approval

Groups submit a draft proposal to Supervisors. This must include:

- 1 Target beneficiaries
- 2 Work plan
- 3 Itemized budget
- 4 Letter of support from an international NGO or UN agency

The Supervisor helps the group fill out a *CSI Standard Grant Application* form and a supplemental *Prevention Grant Application* for submission to the Grants Officer. Groups must commit to participating in CSI sensitizations as requested in addition to their own activities.

After reviewing the application forms, the Grants Officer conducts a group assessment interview using the *Prevention Grant Pre-Grant Assessment* form. He asks the group to revise their application or forwards it to the Program Coordinator for approval.

Disbursement

Standard CSI disbursement procedures are followed and group leaders sign the *Prevention Grant Disbursement* form.

Monitoring

CSI is available to groups for technical advice as needed. Field staff follow up with group leaders to ensure that materials are being used appropriately, but there is no formal monitoring of activities. Beyond their obligation to participate in CSI sensitizations, groups are expected to operate fairly independently.

Examples of Prevention Grant Groups

- 1 Jah Jah Comma originated in Liberia in 1993 to address the effects of war there. They now use dancing, drumming, and singing to raise awareness on GBV in the camps.
- 2 Young Generation for Gender Equality is a group of students who educate their peers on GBV through skits and discussion.
- 3 The Association for Disabled Persons published a newsletter in the camp addressing GBV issues.
- 4 The United Christian Association uses discussion and debate to show how biblical principles support GBV prevention.

5.3 Sensitizations

Description: Sensitizations address GBV issues through drama, song, dance, and discussion.

Aim: Sensitizations aim to raise community awareness of and sensitivity to GBV issues.

Rationale: GBV is a culturally unfamiliar concept in our camps. Survivors may feel ashamed and alone. Sensitizations can help the community respond appropriately when GBV occurs, inform survivors of available support, and discourage future acts of GBV

Mass Sensitizations

Mass Sensitizations are monthly special events targeting about 500 people at a time.

Preparation

Field staff submit a brief proposal to the Kissidougou office outlining the topic and target of the planned Sensitization. Staff are encouraged to make their message focused (one type of GBV at a time) and timely (female education around school registration time).

Staff are provided with:

- 1 A musical set. Fuel for the generator and cash for Animation fees are included.
- 2 Snacks for participants. These are based on the Mass Sensitization Standard Budget. Staff may choose what to buy, but they may not exceed the budget limit.

Relevant partners are invited to partake in the event.

Implementation

Mass sensitizations are held in the evenings in order to reach people who work during the day. They include drama, dance, singing, and discussion. CSI Prevention Grant groups are expected to participate.

Monitoring and Evaluation

Kissidougou staff do spot checks on sensitizations to support field staff and provide feedback on:

- 1 Accuracy of information being given
- 2 Effectiveness of presentations
- 3 Problem-solving ideas

They fill in a Mass Sensitization Report form on the event for program documentation.

Mini Sensitizations

Mini Sensitizations are held throughout the camp throughout the month and target 10-50 people at a time. Sites may include health posts, neighborhoods, reception areas for new arrivals, etc. Field staff promote specific messages and involve participants in discussion. Megaphones and batteries are provided by the office. Field staff fill in a monthly Mini Sensitization Report form for program documentation.

6 Security

Description: CSI provides kerosene lanterns to refugee households and booths housing new arrivals.

Aim: Lantern distribution aims to reduce security threats created by darkness.

Rationale: GBV incidents are more likely to occur in dark or poorly lit areas. Providing light reduces risk.

Disbursement to Booths

New arrival refugees are housed in booths (structures made of plastic sheeting) until more permanent shelters can be arranged for them. Booths hold up to 50 people and have no source of lighting.

CSI signs the following over to the Chairman and Chairlady of each booth:

- 1 2 large lanterns
- 2 1 wick
- 3 10 boxes of matches
- 4 5 liters of kerosene per week

The Chairman and Chairlady must agree to:

- 1 Be responsible for the use, maintenance, and care of the materials.
- 2 Develop a lighting system with inhabitants of the booth.
- 3 Ensure that materials are used for the booth as a whole, and that no individual or family has sole access to them.
- 4 Contact CSI if they move out of the booth so that responsibility can be assigned to another booth member.
- 5 Return the lamps and any other unused materials to CSI when the booth is emptied.

They sign the Lamp Disbursement to Booth form indicating their understanding of these conditions.

CSI field staff perform spot checks in the evenings to ensure that materials are being used properly and to problem-solve issues as they arise.

Disbursement to Households

CSI gives lamps to individual households through general distributions held at the Women's Centers. Strict verification measures are enforced in order to make the process as fair and transparent as possible.

Lamps are given to households according to humanitarian norms established by UNHCR:

- 1 Family size 1-5 (1, 2, 3, 4, or 5 dependents): 1 lamp
- 2 Family size 6-8 (6, 7, or 8 dependents): 2 lamps
- 3 Family size 9-10 (9 or 10 dependents): 3 lamps
- 4 Family size 11+ (11 or more dependents): 4 lamps

Heads of households are instructed which day to pick up their lamps based on family size. For example, family size 1-5 are invited to come on Monday, family size 6-8 on Tuesday, etc. They must pass through a series of checkpoints in order to obtain their lamps:

- 1 Waiting Area. Heads of households are asked to wait outside the entrance gate of the Women's Center. Only CSI staff and those actively getting lamps are permitted inside the compound.
- 2 Calling station. A Caller stands at the gate and reads five names from a UNHCR card registration list. She checks off the names as people come forward.
- 3 Verification station. The group of five is escorted inside the compound to the Verifier, who checks their cards against another copy of the UNHCR list.
- 4 Signing station. Heads of household sign for receipt of their lamp(s).
- 5 Punching station. Cards are punched, documenting receipt of lamp(s).
- 6 Receiving station. Lamps are disbursed.
- 7 Exit station. A separate gate is used for leaving the Center compound. As people leave, the Exit Monitor confirms that they received the correct number of lamps and that their card was punched and checks their name off on another copy of the UNHCR list.

Those who miss their designated pick-up day may come on a special make-up day.

Disbursement procedures are explained through postings in the camp. See the General Lamp Distribution Announcement and General Lamp Distribution Info Poster for examples.

Disbursement to Community Groups and Surrounding Villages

Used lanterns collected from booths are donated to camp community groups and villages surrounding the camps.