

ANNEX C. FACILITATION GUIDE FOR FOLLOW UP DIALOGUES WITH STAFF¹

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A. INTRODUCTION

I. BACKGROUND

InterAction is the largest U.S. based coalition of international nongovernmental organizations (NGOs) with nearly 190 members working around the world in low- and middle-income countries, fragile and post-conflict states, and emerging/growth economies. Member organizations are large and small, secular and faith-based, with a focus on people living in the world's most poor and vulnerable places. InterAction revenues come from dues, government grants, private foundation and corporate grants, and a growing fee-for-service program portfolio. Using its collective voice and convening power, InterAction seeks to shape important policy decisions and actions across a wide range of issues – including foreign assistance, humanitarian relief, development, economic equity, food security, and climate change – that advance human dignity, human potential, and self-determination.

2. ABOUT THE PROJECT

In March 2018, InterAction formalized its CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO Staff, calling on nongovernmental organization CEOs to lead the international humanitarian and development sector in making change. To date, more than 130 CEOs have signed on and the number continues to grow. In February 2019, InterAction commenced a three-year project, From Pledge to Action.

The project's goal is that through a combination of policy, guidance, training, and practice, InterAction and its members will adopt a culture of prevention, response, and support in the face of sexual harassment and abuse (SHA) of staff, and sexual exploitation and abuse (SEA) of beneficiaries by staff or associates of NGOs, thus making our offices and programs safer spaces for individuals and communities alike.

Through the project, InterAction has created and led a Working Group (WG) that comprises a diverse group of staff from member organizations and InterAction staff. The WG provides a platform for shared learning and action around the various components that constitute effective progress towards addressing sexual harassment, abuse and exploitation.

The goal is to build organizational capacities through identifying good practices, sharing expertise, tools and resources and engaging experts to support us as needed. The remit of this InterAction working group is to provide added value as a collective to the efforts of members and to work synergistically with others in the sector.

3. OBJECTIVE

As part of the project, InterAction has contracted Keystone Accountability consultants to develop sets of survey questions and relevant guidance notes.

- A) **STAFF PERCEPTION SURVEY** that Working Group members will use to capture staff perceptions about their organization's staff culture, particularly how safe they feel and how free to raise concerns or complaints. The survey should also incorporate staff member's perceptions on their organization's policies and procedures around preventing and responding to sexual exploitation, abuse and harassment, and whether they are confident in their organization's trajectory on this issue. The questionnaire is expected to serve both as a standalone survey or be integrated into organizations' existing surveys and questionnaires.

The survey questions will be accompanied by a guidance note that outlines how organizations can use/incorporate them, as well as how they submit to Interaction (using standardized templates). The guidance note will also outline how Interaction will collect and store responses in a confidential and anonymized manner that takes into consideration the various implementation methods organizations might choose (standalone vs. integrated) and will allow for analysis by select InterAction staff. InterAction intends to collect data periodically throughout the project period to inform priorities and guide adaptations, as well as to provide members with a better understanding of culture change and the growth of trust within the sector regarding SHA and SEA.

- B) **SCENARIO-BASED INTERVIEW QUESTIONS** human resource (HR) departments and hiring managers can use in the interview processes to gauge the interviewee's values, attitudes and competencies regarding sexual exploitation, abuse and harassment. As recruitment of staff by member organizations takes place across the world, questions should be able to be tailored to different groups of staff, whether based on population with which staff engage and/or levels of seniority/management. This should be accompanied by a guidance note outlining how to incorporate/use the questions for organizations, how to interpret responses, as well as the rationale or evidence base for the questions.
- C) **STAFF PERCEPTION DISCUSSION/FOCUS GROUP GUIDELINE**. Supplementary qualitative tool to accompany survey questionnaire. Should include methodology, discussion questions, guidance on how to facilitate.

B. PURPOSE OF THESE DIALOGUES / FOCUS GROUPS

To promote the above project's goal where InterAction and its members will adopt a culture of prevention, response, and support in the face of sexual harassment and abuse (SHA) of staff, and sexual exploitation and abuse (SEA) of beneficiaries by staff or associates of NGOs, thus making our offices and programs safer spaces for individuals and communities alike.

Dialogue focus groups are a supplementary qualitative tool to accompany the survey questionnaire. It includes methodology, discussion questions, guidance on how to facilitate.

The aims would be

- To promote and support meaningful dialogues/conversations about the prevention of sexual exploitation, abuse and harassment (PSEAH)

- To connect and link the survey to related PSEAH and safeguarding processes and practices
- To help people make sense of, engage with, and put data into context with the goal of further ensuring organizational processes and actions support PSEAH
- To engage in context specific conversations - where we acknowledge that organizational contexts have particular issues and concerns - it is hoped that these focus groups will uncover more specific areas which each organization would like to work with further.

C. PREPARING YOURSELF AS A FACILITATOR FOR THE DIALOGUE/ FOCUS GROUP

Giving yourself good time to prepare

Please be sure to have engaged deeply with the survey report and read this Guide well, before the focus groups so that you can facilitate this session from an informed position. Also to be comfortable with the terms and concepts. Here is a link to a key training you may want to engage in before facilitating <https://kayaconnect.org/course/info.php?id=1424>

This is part of an ongoing process.

This is not a one-off process but a step in an organization's ongoing journey with the issues of Safeguarding and PSEAH. Creating workplaces that have a culture of prevention, response, and support making our offices and programs safer spaces for individuals and communities alike, needs to be continually and sustainably worked with and continuously reviewed and renewed.

Appreciative inquiry

We all know how much we focus on problems, on fixing what is wrong and criticising those responsible, rather than appreciating what is working well and strengthening that. Make sure in the dialogue process that people also appreciate what is working well. And ask them what they can do to strengthen these things.

Dealing with serious allegations that may be revealed

In case of a serious SEAH allegation if an allegation or case is brought forward. Acknowledge that this person engaged, but mention that to protect confidentiality and anonymity, it is best that any specific instances be discussed in private. Have a private conversation with this individual about how to report this case and specific organization procedures. If it concerns an allegation of sexual harassment, exploitation, or abuse, please reach out to your organization's HR and support processes for advice.

D. THE FOCUS GROUP DIALOGUE LOGISTICS

Working with the times suggested

A focus group dialogue can range from 1 - 2 hours – more time is always better and should be aimed for as these are deep issues and the less time you have the more frustrated people will be if they do not have sufficient time to engage.

The number of facilitators and a support group

2-3 facilitators are recommended, one to hold the process and one to two others to take notes.

Group size and configuring groups

The group size should be minimum 8 and maximum 12, but due to the nature of the topic it may be better not to go for the maximum.

Because of the limited time for the dialogue it will help the process for each staff member to have read through the data from the survey.

Room Setup

Have chairs set up in a circle – no tables (to encourage dialogue and discourage use of laptops and electronic devices whilst in the process). The chairs in a circle will allow for better interaction between all members of the organization and allow for a sense of equality.

Workshop Resources

- A flipchart is recommended – all questions should be written up beforehand. However these could also be developed as slides as a data projector may be easier and save time for the facilitator to refer to. When the slides are not in use it is a good idea to turn off the light – projectors can also dominate a room particularly for a small group.

If not possible to use a slide projector it may be necessary to extract key points to speak to or to write up on flipchart paper.

- Flipchart board and paper - for capturing comments and for group work
- Marker pens
- Pens and paper for participants to write on
- Prestik or masking tape

E. DOCUMENTATION OF THE DIALOGUE/FOCUS GROUP AND FURTHER ACTION PLANNING AROUND PSEAH AND SAFEGUARDING.

This will be necessary to ensure the process is integrated into further organizational processes – this then becomes more data for the organization to use in order to improve its work in Safeguarding and PSEAH.

Once all focus groups have been conducted it will be important for accountability that the summary of findings are collated into a report. Together with the survey results the organization may then strategise how they will be taking further action around PSEAH and Safeguarding eg. whether organizations will be engaging in training, how it will influence various organizational processes and practices, and whether specific action may need to be taken if the focus groups reveal specific areas of challenge.

F. HELPFUL HINTS FOR CONDUCTING A FOCUS GROUP

<https://www.ccsu.edu/oira/assessment/files/FocusGroupsHints.pdf>

Focus groups offer a powerful alternative to conducting surveys when you are interested in measuring satisfaction and self-reported outcome measures from staff or other groups you engage with or serve.

While surveys produce the most reliable results when a large number of respondents conscientiously complete survey questions so that aggregate quantitative data can be analyzed, focus groups allow for the collection of qualitative data from a smaller group of individuals whose responses are often more useful for closing the assessment loop.

1. Determine and articulate your purpose for conducting the focus group
2. Select a sample population appropriate to your purpose
3. Carefully set up day, time, place and orchestrate smooth logistics
4. Construct questions that gather information relevant to your purpose
5. Conduct the focus group
6. Take careful notes for reference
7. Write a report summarizing your findings and conclusions
8. Use the results to improve and make adjustments to your program

1. Purpose: When conducting a focus group for assessment, the primary purpose is typically to collect opinions, beliefs, and attitudes of the focus population about your program or unit regarding outcomes (e.g. attainment of learning outcomes for majors, satisfaction with student events) and services (e.g. staff responsiveness, effectiveness of classroom teaching). Answering some of the following questions can be helpful in clarifying your purpose: What do I want to know? Why do I want to know it? What answers might I expect? What will I do with these answers to improve my program? How will I use the information I receive? How will I provide feedback to participants?

2. Population: The ideal size of a focus group is 8-10 subjects, plus a facilitator and a note taker, about the size of a lively seminar class. A larger group will limit the detail of some responses because participants feel a pressure to share airtime with others. Conversely, participants in a smaller group may feel an uncomfortable pressure to talk more than they would otherwise to fill dead air. Size of group also can depend upon the experience and comfort of the facilitator with conducting discussions.

3. Setting: The setting for the focus group may be any comfortable room; a quiet lounge or salon with comfortable furniture is preferable to a brightly lit classroom or noisy public space. If refreshments are provided, make sure that participants have a convenient area to place plates and beverages as they engage in conversation.

4. Questions: Questions should be generated ahead of time and aligned with the purpose identified for the focus group. Types of questions include:

- a. **Demographic Information:** age, race, full-time/part-time status, transfer, etc. It is often best to collect relevant data through observation or an information card;
- b. **Behavior: what participants do or have done;**

- c. **Knowledge: what participants know (or report they know);**
- d. **Opinions/values/feelings:** what participants think or feel It is best to begin with factual questions (what, when, where) before proceeding to conceptual questions (why, how).

5. Conducting the Focus Group: Two researchers should conduct the focus group, one to lead discussion, the other primarily to take notes. Consider demographics of those conducting the group (women/men, age, seniority levels, language barriers) and ensure there is a balance and that it is appropriate for the group being engaged.

The discussion leader should begin by explaining the purpose and format of the focus group, noting your methods of analysis (direct quotations, coding of responses, etc.) and confidentiality practices appropriate to your study.

Best practices suggest that participants should grant informed consent for participation and use of their responses; that is, all participants should affirm that they recognize they are voluntary participants and can leave at any time and they also know how the research will be used. Use the set of questions as a general set of prompts but be willing to explore other directions as the discussion takes shape. Some of the most useful feedback you receive can come from questions you did not think to ask. You may choose to use flip charts to capture ideas during the session.

It is generally not necessary to transcribe the focus group, but there can be reasons to do so, in which case, recording the session is recommended. It is often quite useful to begin the focus group with a structured activity that requires participants to do small group work and/or individual writing in order to become engaged in the activity.

G. DIALOGUE FOCUS GROUP PROCESS GUIDE

Dialogue Process Guide for a two hour session		Time allocated for each activity	Notes
Time	<p>Session one:</p> <p>45 m</p> <p>Introductions to Purpose, Participants and Principles for dialogue and conversation</p> <p>Have a register ready for capturing details needed for the purpose of this process e.g. Name, Role, Age, Gender, etc.... inform participants they will remain anonymous in all reporting of the process</p> <p>Warmly welcome everyone to the process. Briefly remind people where the process comes from, i.e. The Staff Perception Survey.</p> <p>Read this Purpose statement:</p> <p>To promote the above project's goal where InterAction and its members will adopt a culture of prevention, response, and support in the face of sexual harassment and abuse (SHA) of staff, and sexual exploitation and abuse (SEA) of beneficiaries by staff or associates of NGOs, thus making our offices and programs safer spaces for individuals and communities alike.</p> <p>Dialogue focus groups are a supplementary qualitative tool to accompany the survey questionnaire.</p> <p>The aims would be:</p> <p>To promote and support meaningful dialogues/conversations about the prevention of sexual exploitation, abuse and harassment (PSEAH)</p> <p>To connect and link the survey to related PSEAH and safeguarding processes and practices</p>	<p>5 m</p> <p>5 m</p>	<p><i>(If the time is shortened to one hour - the activities will have to be adapted and tweaked)</i></p> <p>Make sure that everyone has a notebook and pen/pencil.</p> <p>They should also have brought their copies of the survey report.</p> <p>Purpose statement can be copied as a handout.</p> <p>Also include it in the invitation email to participants.</p>

	<p>Ask participants “What will create an enabling conducive space for them to feel comfortable to share? Share some useful dialogue principles from Margaret Wheatley and or Show them the Principles of Courageous Conversations. Ask whether participants have anything more to add about creating a conducive space for sharing.</p> <p>Conclude by asking “can we agree to be guided by these in the dialogue? If, at any stage, we are drifting from them please bring it to the attention of the group.” Comment that in many ways this is a healthy dialogue culture they are collectively agreeing to.</p>	5 mins	Handout showing principles of dialogue and courageous conversation principles
	Tea and comfort break	10 mins	
75m	<p>Session two:</p> <p>Connecting with the themes from the Survey Report and having deeper conversations</p> <p>Purpose of this session: to provide an opportunity and space to dialogue and respond to the data and themes from the survey – then begin to surface what resonates locally in their organization.</p> <p>Make sure that everyone has a copy of the Survey Report at hand – maybe have a few spares for those who have forgotten theirs.</p> <p>Connecting with the Survey Report</p> <p>From Slide or on flipchart give these instructions:</p> <p>Connect with a partner and explore the Staff Perception Survey Report again (They should have already done this individually before this session)</p> <p>Highlight and discuss:</p> <p>Your overall feeling and impression having read the report</p> <p>what stands out for you from the survey results</p>	10 m	<p>Your invitation email should state that they should read the survey report before attending the focus group.</p> <p>Write on flipchart or capture on a slide</p>

<p>questioning that takes it from a) personal to b) team to c) organizational and d) further action. Examples of a piece of data you may receive:</p> <p>As an organization we still do not seem to be having open and honest conversations about SEAH and some of our male staff still behave in a manner that is quite unconscious and insensitive when the topic arises they seem to minimize it, deny it as a problem and see it as something that is irrelevant and that the subtle sexism they display is not 'as bad' as actual sexual abuse.</p> <p>Questions to ask may be around the below areas:</p> <p>Personal - Feeling and impact on the individual How is this making you feel? How does it impact on you personally and your work</p> <p>Team - Impact on relationships in the organization: How does it affect your working relationships and team dynamic?</p> <p>Team - Desired behavior: What are you needing from your colleagues?</p> <p>Organization: What could we do as an organization to do further work around educating and conscientizing male colleagues? How can we support each other in ensuring we become a workplace where we do not have this behavior?</p> <p>Action - Individual and Team action: What should all staff be doing to ensure male colleagues receive the feedback they need to change their behavior?</p>		
<p>Closing Round</p> <p><i>Each person shares using the following prompts – choose either of these prompts:</i></p> <p>If there is one thing I could change about my organizational culture in relation to Safeguarding and PSEAH it would be...</p> <p>One thing I am committed to doing and changing in the space I am working in....</p>	10 m	Write on flipchart or capture on a slide

HANDOUT FOR DIALOGUE FOCUS GROUP

I. PURPOSE OF THE FOCUS GROUP

To promote the above project's goal where InterAction and its members will adopt a culture of prevention, response, and support in the face of sexual harassment and abuse (SHA) of staff, and sexual exploitation and abuse (SEA) of beneficiaries by staff or associates of NGOs, thus making our offices and programs safer spaces for individuals and communities alike.

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2. PRINCIPLES FOR PARTICIPATING

- Those not willing or able to participate if they are triggered at any moment are welcome to leave at any point.
- Confidentiality - you should not use names or identifying information for any specific examples. If you do wish to report an incident, we will provide you with the appropriate resources to do so after the session.
- Voluntary and optional responding - If any topic or question is uncomfortable and you do not wish to answer or continue, please say so, and it will not be held against you. Inform interviewees you can provide resources for support after the session for any area they may need further counselling or assistance.

Creating a conducive environment



We acknowledge each other as equals.

We try to stay curious about each other.

We recognise the need to help each other become better listeners.

We slow down so we have time to think and reflect.

We remember that conversation is the natural way humans talk together.

We expect it to be messy at times

Margaret Wheatley, 2002

Conversation and Dialogue

- "Human conversation is the most ancient and easiest way to cultivate the conditions for change – personal change, community and organisational change, planetary change. If we can sit together and talk about what's important to us, we begin to come alive. We share what we see, what we feel, and we listen to what others see and feel."

Margaret Wheatley (2002)

Four agreements/principles for authentic
conversations around race

I agree to stay engaged

I agree to speak my truth

I agree to experience discomfort

I agree to expect and accept non-closure

Source: Singleton – Can we talk about Race?

Courageous Conversation

Stay Engaged <ul style="list-style-type: none">○ Morally, emotionally & intellectually engaged in the conversation○ Heart, mind & body stays checked in○ Resist the inclination to move away from the conversation—manage own silence and defiance	Experience Discomfort <ul style="list-style-type: none">○ Discomfort will arise when examining own core perceptions, beliefs, values, & behaviours○ Increasing tolerance for discomfort leads to increased tackling of challenging
Speak Your Truth <ul style="list-style-type: none">○ A willingness to take risks○ Being absolutely honest about your thoughts○ Letting go of fear of sounding angry, ignorant or of offending○ Own your own experiences & speak to these	Expect & Accept Non-closure <ul style="list-style-type: none">○ Let go of search for solutions – there are no quick fixes○ Accept that solution lies in conversation itself○ Solutions are ever forming & ever changing

Source: Singleton – Can we talk about Race?