Module 6

IMPLEMENTATION GUIDE

**Essential Services Package for
Women and Girls Subject to Violence**
Core Elements and Quality Guidelines

UN WOMEN

UNFPA

UNDP

UNODC
United Nations Office on Drugs and Crime

Australian Aid

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MODULE 6

Implementation Guide

The Essential Services Package* comprises the following Modules:

Module 1. Overview and introduction	Module 2. Health	Module 3. Justice and policing	Module 4. Social services	Module 5. Coordination and governance of coordination	Module 6. Implementation Guide
Chapter 1: Introduction to essential services package 1.1 Introduction 1.2 Context 1.3 Purpose and scope 1.4 Language and terms	**Chapter 1: Introduction to essential health services** 1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms	**Chapter 1: Introduction to essential justice and policing services** 1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms	**Chapter 1: Introduction to essential social services** 1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms	**Chapter 1: Introduction to essential coordination and governance actions** 1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms	**CHAPTER 1. Introduction to the implementation guide** 1.1 Introduction 1.2 Context 1.3 Purpose and scope 1.4 Overall structure of the Implementation Guide 1.5 Language and terms
Chapter 2 Common principles, characteristics and foundational elements 2.1 Principles 2.2 Common characteristics of quality essential services 2.3 Foundational elements	**Chapter 2 Framework for essential services package** 2.1 The overall framework 2.2 Unique features of the framework specific to essential health services	**Chapter 2 Framework for essential services package** 2.1 The overall framework 2.2 Unique features of the framework specific to essential justice and policing services	**Chapter 2 Framework for essential services package** 2.1 The overall framework 2.2 Unique features of the framework specific to essential social services	**Chapter 2 Framework for essential services package** 2.1 The overall framework	**CHAPTER 2. A guide to implementation Part I: An Enabling Environment to Support Implementation** 1. Comprehensive legislation and legal frameworks 2. Gender-responsive policies and practices 3. Resource and financing 4. Training and capacity development 5. Governance, oversight and accountability 6. Monitoring and evaluation
Chapter 3 How to use this tool 3.1 Essential services guidelines framework	**Chapter 3 Guidelines for essential health services**	**Chapter 3 Guidelines for essential justice and policing services**	**Chapter 3 Guidelines for essential social services**	**Chapter 3 Guidelines for essential coordination and governance actions** 3.1. Guidelines for national level coordination and governance of coordination of Essential Services 3.2. Guidelines for local level coordination and governance of coordination of essential services.	**Part II: The Implementation Process** 1. Identifying the entity responsible for implementation 2. Conducting an assessment 3. Developing and costing an implementation plan 4. Monitoring and evaluating implementation 5. Review cycle and adapting an implementation plan
Chapter 4 Tools and resources	**Chapter 4 Tools and resources**	**Chapter 4 Tools and resources**	**Chapter 4 Tools and resources**	**Chapter 4 Tools and resources**	**Appendices**

This Implementation Guide is a product of the *Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines*. The Guide is a companion implementation module intended to assist countries in the roll-out and implementation of the Essential Services Guidelines at a country level. It is also intended to progress the embedding of the Guidelines in service delivery based on local specificities and contexts. The Guide includes an annex with checklists of support tools specific to each service sector: health, justice and policing, social services and coordination and governance of coordination.

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The efforts by Governments who are taking actions towards ending violence against women through legislative reforms, policy initiatives and implementing prevention and response programmes.

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TABLE OF CONTENTS

CHAPTER 1:

INTRODUCTION TO THE IMPLEMENTATION GUIDE

1.1
INTRODUCTION

In 2015, the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence ("the Global Programme") launched the Essential Services Package for Women and Girls Subject to Violence ("the Essential Services Package"). As the centerpiece of the Global Programme, the Essential Services Package identifies the most critical services to be provided by the health, social services, police and justice sectors along with quality guidelines for the core elements of each essential service. The Package also includes guidelines for the coordination of essential services and the governance of coordination processes and mechanisms. The purpose of this Implementation Guide is to assist with the overall implementation of these essential services.

Dissemination of the Essential Services Package to create awareness is important, but knowledge alone will not ensure that these essential services will become routine practices. Effective implementation of the Essential Services Package requires buy-in from State institutions, regular training for providers in good practices, accountability and monitoring, flexibility for local adaptation, and dedicated, sufficient and sustained funding.

Further, successful implementation of the Essential Services Package requires that they be embedded in the social context of the jurisdiction. This process will determine how the Essential Services are perceived, understood and accepted as part of the State response to violence against women and girls. Fundamental to the process of acceptance is the involvement of and leadership of non-governmental organizations (NGOs) working on women's rights.

This Implementation Guide will be tested during the pilot phase of the Essential Services Package in 2017-2018. It will be refined as part of the ongoing monitoring and refinement of the Global Programme.

1.2
CONTEXT

Violence against women and girls is widespread, systemic and culturally entrenched. The United Nations Secretary-General has described it as reaching pandemic proportions.[1] According to a 2013 global review by the World Health Organization (WHO), 35 percent of women worldwide have experienced physical and/or sexual intimate partner violence or non-partner sexual violence.[2] Violence against women takes many forms. Intimate partner violence and non-partner sexual violence are among the most pervasive and insidious forms of violence against women and girls in the world. In addition, violence against women and girls includes psychological and emotional harm and abuse, sexual harassment, female genital mutilation/cutting, abuse resulting from allegations of sorcery

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1 United Nations (2006) Secretary-General's In-depth Study on Violence Against Women A/61/122/Add.1.

2 WHO, Global and Regional Estimates of Violence against Women, p. 2 ("Only women aged 15 years and older were included, to differentiate violence against women from child sexual abuse." p. 12), retrieved from http://apps.who.int/iris/bitstream/10665/85239/1/9789241564625_eng.pdf.

and witchcraft, so-called 'honour killings' of women and girls, child, early and forced marriage, trafficking of women and girls, female infanticide, femicide and other harmful practices. The term 'violence against women' includes violence against girls, particularly girls who could benefit from the essential services created for women, as referenced in this Guide.

Violence against women and girls has detrimental and long lasting consequences to their well-being, health and safety. It reduces their educational attainment and productivity and has economic consequences, impacting the productivity and development of societies and countries. It is an impediment to sustainable development. There has been extensive commitment at a global level over the last decades to respond to, and prevent violence against women and girls. The adoption of the 2030 Agenda for Sustainable Development and the inclusion of Sustainable Development Goal (SDG) 5, Target 5.2, to eliminate all forms of violence against women and girls in public and private spheres, as well as

other ending violence against women (EVAW)-related SDG targets, reaffirms this. However, many women and girls have little or no access to the support and services that can protect them, assist in keeping them safe, and address the short and long-term consequences of experiencing violence. Thus, government commitment to addressing violence against women and girls on the national and sub-national levels is critical to achieving the goals of the Global Programme.

The international obligation to exercise due diligence requires States to establish effective measures to prevent, investigate and prosecute cases of violence against women.[3] This obligation includes responding effectively to each case of violence, as well as addressing the structural causes and consequences of the violence. To achieve these goals, States must develop and maintain comprehensive legal and policy frameworks, gender-responsive justice systems and police, adequate health and social services, awareness-raising activities and ensure the quality of all measures.

1.3
PURPOSE AND SCOPE

The purpose of the Implementation Guide is to offer a structured approach for systematically planning and executing the implementation of the Essential Services Package. It aims to support States to roll-out, implement and advance the embedding of the quality guidelines in the service delivery of each essential service. Different aspects of implementation must occur at the national and local levels. In addition, this Guide can be used by others, such as the United Nations agencies that developed the Global Programme, to guide their assistance to countries and to monitor, improve and sustain the embedding of the Essential Services Package in communities, based on local needs and conditions, as well as country-level context.

This Guide provides a framework and identifies the main activities that contribute to successful implementation. It applies to a variety of country-level institutions involved in delivering essential services to women and girls subject to violence, including police, justice, health, social services, coordinating bodies and women's rights NGOs. The Guide, like the Essential Services Package, is aimed primarily at low to middle

income countries. However, it can be used and adapted by any country, taking into account different cultures and traditional approaches to justice, policing, health, social services and coordination.

Appreciating that the Implementation Guide is designed for countries with different contexts and will be used by different service providers and sectors, the concepts herein are broadly defined and no one model is promoted. Nonetheless, State and non-state organizations are encouraged to adopt a comprehensive and coordinated multi-sectoral approach, which has been shown to be more effective in responding to violence against women and girls than a fragmented approach. Successful implementation of the essential services requires action at all levels of government as well as participation by civil society organizations. For that reason, the Guide includes implementation activities at both the national and local levels.

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3   Art. 4(c) Declaration on the Elimination of Violence Against Women A/RES/48/104 (1993)

1.4
OVERALL STRUCTURE OF THE IMPLEMENTATION GUIDE

This Guide adopts a two-pronged approach to implementation of the Essential Services Package. These prongs have been described as 1) the enabling environment and 2) the implementation process at the local level. Each is dependent on the other and neither can be effective without the other. While the steps for each prong are set out in a logical sequence, the complexity of the process means that there is no single correct way to achieve successful implementation. Activities between the two prongs may occur simultaneously and be intertwined. Activities will overlap within and between the different steps. Within each step, multiple issues will need to be addressed, including organizational characteristics, funding, and inter-agency coordination.

Part I of this Guide describes the broad enabling factors that are likely to impact the implementation and sustainment of the delivery of these essential services while Part II describes how to develop an action plan for implementation. As a global tool, this Guide simply provides an overview of the basic and fundamental steps to take for implementation of the Essential Services Package. It recognizes that there will be need for further detailed actions at the country-level which will depend on existing legal, social and economic cultures and institutional capacities. Throughout this Guide and in the sector checklists found in the annex, other tools and sources are highlighted that provide further information the more detailed steps to consider.

1.5
LANGUAGE AND TERMS

Coordination is a central element of the response to violence against women and girls. International standards require that the response to violence against women and girls is comprehensive, multidisciplinary, coordinated, systematic and sustained. It is a process that is governed by laws and policies. Coordination involves a collaborative effort by multi-disciplinary teams and personnel and institutions from all relevant sectors to implement laws, policies, protocols and agreements and communication and collaboration to prevent and respond to violence against women and girls. Coordination occurs at the national level among ministries that play a role in addressing this violence, at the local level between local-level service providers, stakeholders and, in some countries, at intermediate levels of government between the national and local levels. Coordination also occurs between the different levels of government.

Essential Services means a core set of services provided by the health care, social service, police and justice sectors. The services must, at a minimum, secure the rights, safety and well-being of any woman or girl who experiences gender-based violence.

Gender-based violence means "any act of violence that is directed against a woman because she is a woman or that affects women disproportionately." (*CEDAW, General Recommendation No. 19, para 6.*)

Gender-responsive policies and practices means policies and practices that take into account the different social roles of men and women that lead to women and men having different needs. (*Kabeer N. Gender-aware policy and planning: a social relations perspective. In: Macdonald M, ed. Gender planning in development agencies: meeting the challenge. Oxford, Oxfam, 1994.*)

Health system refers to (i) all activities whose primary purpose is to promote, restore and/or maintain health; (ii) the people, institutions and resources, arranged together in accordance with established policies, to improve the health of the population they serve. (*WHO, Health System Strengthening: Glossary.*)

Implementation means to plan and carry out the activities set forth in the guidelines for each of the Essential Services in a manner that is sustainable and effective in meeting the needs of women and girls who have been subject to violence, including holding offenders accountable.

Infrastructure means basic physical and organizational structures and facilities. In the context of the Global Programme and this Guide, infrastructure includes the necessary facilities, equipment, educational institutions, technology services, organizational and financial support.

Justice system, for the purposes of this Guide, means formal justice systems that are the responsibility of the State and its agents. They include government supported laws, and institutions such as police, prosecution services, courts, correctional programmes (e.g. probation and parole) and prisons that have the responsibility to enforce and apply the laws of the State and to administer the sanctions imposed for violations of laws.

Justice continuum extends from a victim/survivor's entry into the system until the matter is concluded. A woman's journey will vary, depending on her needs. She may pursue a variety of justice options, ranging from reporting or making a complaint which initiates a criminal investigation and prosecution or seeking protection, and/or pursuing civil claims including civil protection order, divorce and child custody actions and/or compensation for personal or other damages, including from State administrative schemes, concurrently or over time.

Multi-sectoral response means a group of stakeholders who have entered into agreements to work in a coordinated manner to respond to violence against women and girls within a community. These teams share a victim-centered philosophy and apply human rights standards of victim safety and offender accountability. They are focused on ensuring an effective response to individual cases and may contribute to policy making.

Social services means those services that respond to violence against women and girls and are specifically focused on victims/survivors of violence. They are imperative for assisting women's recovery from violence, their empowerment and preventing the reoccurrence of violence and, in some instances, work with particular parts of society or the community to change the attitudes and perceptions of violence. They include, but are not limited to, providing psycho-social counselling, financial support, crisis information and counseling, safe accommodation, legal and advocacy services, housing and employment support and others, to women and girls who experience violence.

Stakeholders means all government and civil society organizations and agencies that have a role in responding to violence against women and girls at all levels of government and civil society. Key stakeholders include victims / survivors and their representatives, social services, health care sector, legal aid providers, police, prosecutors, judges, child protection agencies, and the education sector, among others.

Theory of change means a specific type of methodology for planning, participation, and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. Theory of change defines long-term goals and then maps backward to identify necessary preconditions. (*P. Brest (2010). "The Power of Theories of Change". Stanford Social Innovation Review. Spring.*)

Victim/survivor means a woman or girl who has experienced or is experiencing gender-based violence.

Victim/survivor-centred approach means a human rights-based approach that victims / survivors' rights and needs are first and foremost. The victim / survivor has a right to:

· Be treated with dignity and respect instead of being exposed to victim-blaming attitudes;

· Choose the course of action in dealing with the violence instead of feeling powerless;

· Privacy and confidentiality instead of exposure;·

· Non-discrimination instead of discrimination based on gender, age, race / ethnicity, ability, sexual orientation, HIV status or any other characteristic;

· Receive comprehensive information to help her make her own decision instead of being told what to do.

(*UN Women Virtual Knowledge Centre to End Violence against Women and Girls*).

Violence against women (VAW) means "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. (*Declaration on the Elimination of Violence Against Women, Article 1.*)

CHAPTER 2.

A GUIDE TO IMPLEMENTATION

PART I: AN ENABLING ENVIRONMENT TO SUPPORT IMPLEMENTATION

For the Essential Services Package to become available for routine delivery to all women and girls subjected to violence, there must be an enabling environment that supports implementation. The State and its institutions need to address institutional structural barriers and put in place the elements to support an enabling environment: laws, policies, budgets, capable service providers, informed service demanders and quality controls. This Part of the Guide reviews the foundational elements that support the essential services and high quality service delivery.

1. COMPREHENSIVE LEGISLATION AND LEGAL FRAMEWORKS

A. Understanding the enabling factor

Creating a supportive comprehensive legislative framework is essential to the long-term sustainability and accountability of the essential services. Laws provide the legal and judicial basis for women and girls to claim their right to health, social services, justice and policing services and provide a remedy for them when these essential services are denied, undermined, unreasonably delayed or lacking. A comprehensive legislative framework on violence against women must be supported by laws which provide for gender equality in marriage, divorce, property rights and child custody.

B. Recommended strategies

1. Promote and integrate the principles of gender equality, non-discrimination and the promotion of women's empowerment in all laws.

2. Ensure laws are guided by the principles of human rights-based, victim / survivor-centered approach and ensuring offender accountability.

3. Cover all forms of violence against women, using broad definitions that are aligned with human rights standards:

   a. Criminal law framework that criminalizes all forms of violence against women, reflecting the reality of violence women face, including criminalizing breaches of civil protection orders.

   b. Criminal, civil, family and administrative law frameworks that ensure effective prevention, protection, prosecution, punishment and provisions of redress and reparations, including a civil protection order.

4. Respond to and address the root causes of violence against women, especially the historical inequity between women and men.

5. Impose a statutory obligation on the institutions to provide coordinated and integrated services and provide clear mandates for service providing institutions.

6. Consider specific legislative provisions for specialized units, training, oversight and monitoring mechanisms and a dedicated funding mechanism.

7. Provide for a law reform process that includes effective and transparent consultation:

a. Promote a broad consultation with all relevant agencies and civil society, including victim / survivors' organizations.

b. Promote the use of evidence-based research to inform law reform.

8. Develop information dissemination plans / legal literacy campaigns to ensure women are aware of their rights in law, services available and remedies.

2. GENDER-RESPONSIVE POLICIES AND PRACTICES

A. Understanding the enabling factor

Gender-responsive policies and practices recognize the historical inequity between women and men and are aimed at eliminating that inequity. Gender-responsive policies and practices are crucial for ensuring standardized quality of delivery by each sector and their interaction with each other in the delivery of the essential services. Policies and practices can also contribute by addressing social barriers, institutional cultures, and operational structures that traditionally have hindered quality service delivery.

B. Recommended strategies

1. Ensure a comprehensive policy framework that covers different levels such as national, multi-sectoral, sector specific and institutional.

2. Incorporate a common understanding of violence against women that is victim / survivor-centered and informed by guiding human rights principles and the need for offender accountability.

3. Articulate clearly the internal institutional factors such as staffing, protocols, procedures and organizational culture as well as organizational relationships required for collaboration and coordination.

4. Integrate policies on violence against women into the broader policy commitments to gender equality and human rights.

5. Integrate sectoral and coordination policies into a National Policy and Action Plan to eliminate violence against women.

6. Develop policy commitments by:
   a. Communicating the policy to all stakeholders;
   b. Considering incentives to get buy-in for inter-agency collaboration;
   c. Specifying a key role for victims / survivors and their advocates.

3. RESOURCES AND FINANCING

A. Understanding the enabling factor

In order to guarantee essential services that effectively respond to women and girls, plans and policies designed to address violence against women and girls must be supported by the financial resources that will build and sustain environments safe from gender-based violence. Further, these policies and plans must be rooted in a national system that enables the coordination of strategies across sectors to advance gender equality and women's empowerment – not just keep women and girls free from violence. One element of particular importance is the analysis of the national public financial management system and how it can be used to link the specific goals contained in national laws and policies that address the issue of violence against women and girls to the financial resources required to effectively meet and maintain them.

B. Recommended strategies

1. Promote and integrate principles of gender-responsive planning and budgeting in order to foster the generation of national plans and policies that adequately meet the needs of women and girls.

2. Emphasize the active participation of civil society and gender advocates in policy planning and budgetary processes as a means of learning about the needs of women and girls, and work to include them in the laws, policies and budgets designed to positively impact their lives.

3. Understand the impact that public financial management systems and fiscal policies have on gender equality.

4. Designate adequate and sustained financial resources to prevent and respond to violence against women.

5. Ensure adequate and appropriate infrastructure and services are accessible, available and adaptable to all women and girls living in the State, including rural and remote areas.

6. Consider the creation of multi-stakeholder platforms or interdisciplinary units to design holistic strategies that understand gender equality and women's empowerment across all areas of State action.

Useful Resources

√ Budlender, Debbie (2006) Gender Responsive Budgeting and Women's Reproductive Rights: A Resource Pack, available at http://gender-financing.unwomen.org/en/resources/g/e/n/gender-responsive-budgeting-and-womens-reproductive-rights-a-resource-pack.

√ Commonwealth Secretariat, Engendering Budgets, A Practitioner's Guide to Understanding and Implementing Gender-responsive Budgets, available at http://www.internationalbudget.org/wp-content/uploads/2011/01/Engendering_Budgets_final_doc.pdf

√ National Board of Health and Welfare, Sweden (2006) Costs of Violence against Women, available at http://gender-financing.unwomen.org/en/resources/c/o/s/costs-of-violence-against-women.

√ OECD (2014) Financing the Unfinished Business of Gender Equality and Women's Rights: Priorities for the Post-2015 Framework, available at http://gender-financing.unwomen.org/en/resources/f/i/n/financing-the-unfinished-business-of-gender-equality-and-womens-rights-priorities-for-the-post2015-framework

√   UN Women (2013) Manual for Costing a Multidisciplinary package of response services for women and girls subjected to violenc, available at e http://www.endvawnow.org/uploads/browser/files/costing_manual_vaw_unwomen_sea_2013.pdf

√ UN Women (2015) Handbook on Costing Gender Equality, available at http:// gender-financing.unwomen.org/en/resources/h/a/n/handbook-on-costing-gender-equality

√ UN Women, Virtual Knowledge Centre to End Violence against Women, available at www.endvawnow.org.

4. TRAINING AND CAPACITY DEVELOPMENT

A. Understanding the enabling factor

It is fundamental for the delivery of the essential services that those institutions responsible for providing the services have an organizational environment to support the delivery of these services. Training and capacity development ensure that sector agencies and coordination mechanisms have the capacity and capability to deliver quality services, and that service providers have the competency required to fulfil their roles and responsibilities.

B. Recommended strategies

1. Set standards for workplace practices, including the necessary capacity of the service providers in terms of knowledge and skills.

2. Increase the diversity of the workforce, including in terms of gender, ethnicity and language.

3. Establish policies on promoting gender equality within those institutions responsible for providing essential services, especially at the senior decision-making level, including measures to recruit, retain and promote women where they are not adequately represented.

4. Set standards in training of service providers based on good practices in each sector and on coordination, including partnering with women's organizations and inter-agency training.

5. Provide opportunities for service providers at various stages of their career (from intake, continuing training and advancement, peer-to-peer exchanges) to build their skills and expertise and to ensure their knowledge and skills remain up to date.

6. Promote specialization and multi-disciplinary teams.

Useful Resources
√   UN Women, Virtual Knowledge Centre to End Violence against Women, links to a number of training and capacity tools, available at www.endvawnow.org.
√   UNODC, *Blueprint of Action: Implementation Plan for Criminal Justice Systems to Prevent and Respond to Violence against Women and Girls*, Chapter B.2 *(on promoting effective training)*, available at http://www.unodc.org/documents/justice-and-prison-reform/Strengthening_Crime_Prevention_and_Criminal_Justice_Responses_to_Violence_against_Women.pdf
√   UNODC, Handbook on Effective Police Responses to Violence against Women English, Spanish, French
√   UNODC, Training Curriculum on Effective Police Responses to Violence against Women English, Spanish, French
√   UNODC, Handbook on Effective Prosecution Responses to Violence against Women and Girls English,

5. GOVERNANCE, OVERSIGHT AND ACCOUNTABILITY

A. Understanding the enabling factor

For a State to meet its duty to provide quality essential services, implementation plans should be supported by gendered governance, oversight and accountability. In their exercise of political, economic and administrative authority, a State needs to recognize how the lives of women are deeply and systematically conditioned by social norms and structural power. The mechanisms, processes and institutions through which citizens and groups articulate their interests and exercise their legal rights must be accessible to women, and be designed to guarantee gender equality and promote women's empowerment as well as ensure that such mechanisms, processes and institutions do not condone violence against women or increase the vulnerability or re-victimization of women who have been subject to violence. Ensuring gender responsive governance, oversight and accountability contributes to the Essential Services Package being viewed as legitimate by society, service providers and service users.

B. Recommended strategies

1. Promote governance structures that contribute to increasing the confidence of women in mechanisms, processes and institutions, facilitating their participation and addressing gender-related barriers to their access.

2. Develop opportunities and capacities of women to influence the wide range of ways in which political social and administrative structures of society can ensure gender equality and women's access, including through working with women's groups and social movements.

3. Promote women's participation in both government (legislative politics, courts, administrative agencies, the military) and in institutions of civil society (movements, groups, non-governmental organizations).

4. Enhance existing oversight mechanism (e.g. internal and external) to integrate a mandate to cover gender equality and elimination of violence against women.

5. Promote a broad range of accountability mechanisms within and between each sector, including victim complaint mechanisms, monitoring by an independent body and/or civil society.

6. Enhance accountability mechanisms with participation by stakeholders in design, implementation and assessment of services.

Useful Resources

√   UN Women, Virtual Knowledge Centre to End Violence against Women, In their exercise of political, economic and administrative authority, a State needs to recognize how the lives of women available at www.endvawnow.org.

√   UNDP (2003) Essays on Gender and Governance, available at www.undp.org/content/dam/india/docs/essays_on_gender_and_governance.pdf

√   UNDP (2007) Electoral Financing to Advance Women's Political Participation, available at http://iknowpolitics.org/sites/default/files/electoral_financing-en-ebook.pdf

√   UNDP (2009) Gender Responsive E-governance: Exploring the Transformative Potential, available at http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/primers-in-gender-and-democratic-governance-4/f_GenderGovPr_eG_Web.pdf

√   UNDP (2014) Global Report – Gender Equality in Public Administration, available at http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/public_administration/gepa.html

6. MONITORING AND EVALUATION

A. Understanding the enabling factor

Continuous improvement by sectors, informed by regular monitoring and evaluation, is needed to deliver quality services to women and girls experiencing violence. Monitoring and evaluation is a key step in the implementation process which will be discussed in greater detail in the next Part of this Guide. As an enabling factor, monitoring and evaluation refers to systems that are in place at the local and national levels. In order to ensure that these existing monitoring and evaluation systems support the effective monitoring of the implementation of the essential services, they should be strengthened to ensure that reliable comprehensive data is in a form that can be used to gauge and promote quality service provision. This means collecting and analyzing sex and age-disaggregated statistics which can be used to develop evidence-informed policies, budgets and legislation that deliver effective services for gender equality.

B. Recommended strategies

1. Set standards for gender-responsive monitoring and evaluation including indicators, data collection, analysis and reporting, methodology, schedules for collecting and reporting data, including qualitative and quantitative data.

2. Develop guidelines and structures at the national level to support good gendered monitoring of service delivery at the local level.

3. Revise existing administrative data collection mechanisms to track provision of and access to essential services on ending violence against women, as well as outcomes/results of the provision of such services.

4. Create mechanisms that can feed results from the monitoring and evaluation of the implementation of the essential services into recommendations for improvement to other enabling elements, such as law reform and policy development.

5. Ensure that results of monitoring and evaluation are broadly available, disaggregated by relevant characteristics (i.e. age, ethnicity, location and others to be agreed in each context), and protect confidentiality of victims / survivors.

6. Ensure gender balance in any external data collection, monitoring and evaluation processes.

Useful Resources

√   UN Women, Virtual Knowledge Centre to End Violence against Women, available at www.endvawnow.org.

√   Lawyers Collective (2013) Resource Tool for Monitoring and Evaluating the Implementation of the Protection of Women from Domestic Violence Act, 2005, available at http://www.endvawnow.org/uploads/browser/files/resource_tool_for_monitoring_evaluation_of_pwdva_lawyers_collective.pdf

√   Shelah S. Bloom. (2008) Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators, available at www.cpc.unc.edu/measure/publications/pdf/ms-08-30.pdf

√   OHCHR (2012) Human Rights Indicators: A Guide to Measurement and Implementation, available at http://www.ohchr.org/Documents/Publications/Human_rights_indicators_en.pdf

PART II. THE IMPLEMENTATION PROCESS

With the enabling factors in place, the actual process of implementing the Essential Services Package for women and girls subject to violence is carried out at the local level where victims / survivors access the services. Although implementation may be carried out by a group of providers of a particular essential service, or even by a single provider of an essential service, delivery of the services is much more effective if carried out as part of a coordinated multi-sectoral response to the violence. In addition to the providers of essential services, the coordinated response may include other stakeholders. The implementation process is not conducted just once to create the essential services, but aspects of the process are conducted continually or periodically as circumstances require to ensure that the services are working to keep women safe and hold offenders accountable.

1. IDENTIFYING THE ENTITY RESPONSIBLE FOR IMPLEMENTATION

A. Understanding the implementation factor

Implementation of the essential services requires identification of a specific entity that is responsible for ensuring that the services are provided in a way that effectively addresses violence against women and girls. The entity may be a separate coordinating body or a function within a stakeholder sector. What is important is that the entity charged with this responsibility includes all relevant sectors in the response. While some coordination may take place informally based on existing relationships, a sustainable response requires formalized agreements regarding the role and accountability of each stakeholder in carrying out implementation of the essential services.

The implementation entity is responsible for guiding the implementation of essential services. It sets goals and objectives for providing the services and holds each sector accountable for ensuring that the guidelines for each of the services are followed. In addition, the implementation entity works to ensure that appropriate resources are available and that obstacles are addressed and necessary corrections made. It facilitates cooperation, coordination and collaboration among the essential services providers and other stakeholders and ensures that voices of vulnerable and marginalized populations are heard.

B. Recommended strategies:

1. Possible make-up of implementing entity:
   a. Multi-sectoral partnership comprised of providers of essential services and other stakeholders.
   b. Balance of government officials and civil society organizations.
   c. NGOs /victim / survivor advocates should play a key role. This is important because women's rights NGOs often operate as an entry point for victims / survivors seeking services and continue to work with them to address the violence. Thus, they are in the best position not only to understand victims / survivors' needs but to represent those needs to other service providers and promote a comprehensive, effective response to the violence.
   d. A central body may be responsible for implementation (e.g., one-stop centers) or each sector may carry out its services independently with a separate group responsible for coordination.
   e. A new entity may be created for the purpose of implementing coordination among providers and other stakeholders or an existing entity (e.g., women's rights NGO) may be given responsibility for implementing coordination.

2. Members of the implementation body should share a victim/survivor-centered philosophy and apply human rights standards of victim/survivor safety and offender accountability.

3. Members of the implementation body should enter into a memorandum of understanding (MOU) agreeing to a victim / survivor-centered philosophy, goals and objectives.[4] The MOU should incorporate a shared understanding of violence against women and transparent standards and expectations for each participating sector.

2. CONDUCTING AN ASSESSMENT

A. Understanding the implementation factor

For implementation of essential services to meet the needs of women and girls who have been subject to violence, it is important to conduct an assessment to establish knowledge of the existing situation and identify gaps in the available services as well as the factors that provide for an enabling environment. Assessment is necessary to identify needs, the existing capacity to meet those needs, needs that are not being met, and establishing goals and objectives for meeting the unmet needs.

B. Recommended strategies [5]

1. Consult with stakeholders, including those who are not part of the implementation entity.

2. Determine whether enabling factors are in place.

3. Identify existing government agencies, roles and mandates.

4. Identify existing civil society providers and their capacity.

5. Assess quantity and quality of existing essential services.[6]

6. Determine required and available resources.

7. Analyze and identify gaps: determine the need for new, additional, and improved services.

8. Assess victims / survivors' knowledge of their right to services, their experience in using existing services and their capacity to demand services.

9. Assess need for services based on community demographics.

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4   Implementation bodies may want to adopt SMART objectives:
·   Specific – target a specific area for improvement.
·   Measurable – quantify or at least suggest an indicator of progress.
·   Assignable – specify who will do it.
·   Realistic – state what results can realistically be achieved, given available resources.
·   Time-related – specify when the result(s) can be achieved.
5   A useful resource to conduct an assessment is provided by the "Gender in the Criminal Justice System Assessment Tool" part of the UNODC Criminal Justice Assessment Toolkit
6   Service delivery across all essential services and actions should have the following key characteristics:
·   Availability
·   Accessibility
·   Adaptability
·   Appropriateness
·   Prioritize safety
·   Informed consent and confidentiality
·   Effective communication and participation by stakeholders in the design, implementation and assessment of services.
·   Data collection and information management
·   Linking with other sectors and agencies through coordination

3. DEVELOPING AND COSTING AN IMPLEMENTATION PLAN

A. Understanding the implementation factor

Developing, costing and carrying out the implementation plan is at the core of the implementation process. The result should be the availability of sufficient essential services that carry out good practices in responding to the needs of women and girls who are subject to violence.

B. Recommended strategies

1. Refine goals and objectives.

2. Clearly identify tasks, time frame, roles and responsibilities.

3. Create a process for resolving disputes among coordinating entities.

4. Identify funding requirements, funding sources and apply for funding.

5. Identify required infrastructure and how to obtain it.

6. Identify human resources, including necessary training for service providers and how to secure and/or train required providers.

7. Prioritize service delivery based on evidence of community need.

8. Create a detailed implementation plan based on elements set out in the relevant sector appendix.

9. Disseminate implementation plan to service providers and others, as appropriate.

10. Make technical assistance and resources available to service providers to carry out implementation plan.

11. Promote coordination among service providers.

12. Raise public awareness of availability of Essential Services and how to access them.

4. MONITORING AND EVALUATING IMPLEMENTATION

A. Understanding the implementation factor

Monitoring and evaluation are necessary for accountability, essential to determining strengths and weaknesses of services being provided, and critical to identifying gaps and needed changes. Monitoring and evaluation provide information to justify funding requests, and to advocate for stronger laws and more effective implementation of laws and policies on violence against women and girls. Collecting and reporting both qualitative and quantitative data is important, as well as ensuring that the data is interpreted correctly. For example, increased reporting of domestic violence does not necessarily indicate an increase in domestic violence, but it may be the result of a greater willingness of victims to report the violence.

B. Recommended strategies

1. Set realistic short, medium and long-term goals.

2. Identify oversight mechanisms – internal, external, and operational grievance mechanisms.

3. Use qualitative and quantitative indicators of effectiveness:
   a. Number of information/advocacy events organized to share information on the guidelines and tools for essential services;
   b. Number of visits/requests to the information website/content developed under the programme;
   c. Specific inter-agency agreements available for collaboration;
   d. Number of training modules and curricula, developed or adapted in line with the global guidelines for capacity building of service providers;
   e. Number of training and capacity building courses to address the guidelines and tools for the essential services and their core elements implemented.

4. Incorporate baseline data into measurement systems.

5. Adopt a system for measuring achievement of goals, outcomes and outputs.

6. Arrange for monitoring by an independent body and / or civil society.

7. Monitor outcomes of services which are provided and those services which are not provided.

8. Analyze and disseminate monitoring data – make data and analysis publically available.

9. Report disaggregated data while maintaining confidentiality.

5. REVIEW CYCLE AND ADAPTING AN IMPLEMENTATION PLAN

A. Understanding the implementation factor

Learning from experience, rethinking and refining how services are delivered based on those learnings should be a continual process. Effectively meeting the needs of victims / survivors depends on service providers' ability to improve based on knowledge gained from their own experiences and those of other service providers.

B. Recommended strategies

1. Use monitoring and evaluation results to identify recommendations for improvement.

2. Implement recommendations.

3. Incorporate recommendations by victims / survivors and / or their advocates into changes and improvements to service delivery.

4. Conduct ongoing training for service providers on new developments and good practices in service delivery.

APPENDICES: SUPPORTING TOOLS FOR IMPLEMENTATION

Please note that the level of detail in the sector checklists varies depending on the availability of specific sector tools. For the Health Sector, the primary implementation tool is the WHO manual: *"Strengthening health systems for women subjected to intimate partner violence or sexual violence: A health managers manual"* (forthcoming, WHO) and therefore the checklist is based on that manual's structure. For the Justice and Policing Sector, while the criminal justice system has been the focus of a *Blueprint for Action: An Implementation Plan for Criminal Justice Systems to Prevent and Respond to Violence against Women* developed by UNODC, further detail is provided on civil, family and administrative law justice systems in this checklist. There has not been a specific global tool developed focusing solely on the Social Services Sector; for that reason, this checklist contains more detail than the previous two checklists.

APPENDIX 1:

CHECKLIST FOR THE HEALTH SECTOR

The following are the steps for the health system actions to design, plan, monitor and evaluate violence against women services. The details of how to implement each of these steps are elaborated in the manual titled: *"Strengthening health systems for women subjected to intimate partner violence or sexual violence: A health managers manual"* (forthcoming, WHO). For the health component of the Essential Services Package, this manual will serve as the implementation guide.

Implementation steps	Considerations
1. Advocacy, situation analysis and planning	✓ Assess the political readiness of the health system ✓ Build political will ✓ Conduct a situation analysis ✓ Develop an action plan
2. Improving service delivery	✓ Assess the health system readiness to provide services ✓ Establish protocols or standard operating procedures for service delivery ✓ Identify appropriate models of care for service delivery ✓ Establish coordination and referrals within the health system ✓ Put protocols or standard operating procedures into practice
3. Health workforce capacity strengthening	✓ Assign the necessary health care providers ✓ Train health care providers ✓ Offer mentoring and supervision to support performance
4. Strengthen infrastructure and availability of medical products	✓ Equip health facilities to respond adequately ✓ Provide the necessary medical products
5. Policies, governance and accountability	✓ Review, implement and advocate to strengthen the legal frameworks ✓ Review and strengthen policy frameworks ✓ Establish a structure of governance ✓ Implement accountability measures ✓ Promote gender equality in the health work place
6. Budget and financing	✓ Determine the core elements of an essential service package ✓ Allocate a budget ✓ Estimate the costs of delivering services ✓ Reduce financial barriers to access
7. Multi-sectoral coordination and community engagement	✓ Strengthen engagement of the health sector in multi-sectoral coordination mechanisms ✓ Establish coordination and referrals between the health and other sector services ✓ Engage with the community
8. Information, monitoring and evaluation	✓ Use data for advocacy and planning ✓ Conduct programme monitoring ✓ Conduct an evaluation ✓ Use information to improve services
9. Preparing to scale up	✓ Design and plan the scale-up of a health system response to violence against women

APPENDIX 2

CHECKLIST FOR THE IMPLEMENTATION PROCESS CONSIDERATIONS FOR JUSTICE AND POLICING SECTOR

Implementation steps	Considerations for essential justice and policing services
1. Identifying the entity responsible for implementation	✓ Identify relevant stakeholders in justice and policing to be involved in national and local multi-sectoral implementing bodies. ✓ Establish or strengthen a coordinated justice sector implementing body. ✓ Establish or strengthen police and justice institutional implementation bodies for overseeing institutional specific implementation. ✓ Actively participate in coordinated response to violence against women and girls including stakeholders from social services, justice and police sectors, victim / survivor advocates, education sector and others. ✓ In all of the above, ensure victim / survivor advocates play a key role. ✓ Develop a joint understanding of violence, its causes and the objectives of services. Ensure that there are efforts to identify and address victim blaming.
2. Conducting an assessment	✓ Consult with relevant justice and police stakeholders, including with victims / survivors, where possible, following ethical and safety recommendations. Assess current **enabling factors:** ✓ Identify what **legal frameworks** are in place and identify the gaps and law reform needs to ensure a comprehensive legal framework for the effective delivery of quality essential justice and policing services. *For guidance, please see the Virtual Knowledge Centre on EVAW and the UN Women Legislation Handbook and UNODC Blueprint for Action.* ✓ Identify existing joint and sector justice **policies and practices**, whether there are specific policies on violence against women for the justice and policing sectors and if they are linked to national policy and action plans, and whether such policies are integrated into existing justice and policing services. Identify any companion procedures and protocols. *For Guidance see the UN Women NAP Handbook and VKC on EVAW.* ✓ Identify what **resources and financing** are in place and the minimum requirements for the functioning of those services. ✓ Identify the current **workforce capacity** and development and training approaches. ✓ Identify **governance, oversight and accountability** mechanisms currently in place. ✓ Identify the current ability of the justice and policing sectors to **monitor and evaluate** service delivery. **Map existing justice and policing essential services** that are currently available in terms of availability, accessibility, responsiveness, adaptability, appropriateness, analyze quality and identify gaps. *For guidance on conducting gender assessments in the criminal justice system see UNODC Gender Assessment Tool. See VKC on EVAW for conducting an appraisal of the justice system.*
3. Developing and costing an implementation plan	✓ Refine specific goals and objectives for justice and policing sector, emphasizing victim / survivor safety while ensuring offender accountability. Specific **legislation and policy framework** considerations that can contribute to a positive enabling environment for the delivery of essential justice and policing services: ✓ A comprehensive criminal legal and policy framework as detailed in the *UNODC's Blueprint for Action and the Updated Model Strategies.* ✓ Civil, family and administrative law frameworks that ensure effective prevention, protection, adjudication and provision of remedies in accordance with international standards. ✓ Civil law decisions reached in marital dissolutions, child custody decisions and other family law proceedings for cases involving domestic violence adequately safeguard victims and the best interests of children and complement and are consistent with a criminal justice response.

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3. Developing and costing an implementation plan
	✓ Availability of urgent *ex parte* civil protection orders (i.e. orders that can be issued solely based on the victim / survivor's statement with the perpetrator having the right to a subsequent evidentiary hearing).
	✓ Legal provisions relating to traditional or informal reconciliation processes provided that they do not further discriminate women or make them more vulnerable.
	For guidance on civil, family and administrative law legislation and policy frameworks, see UN Women's Legislative Handbook, UN Women's NAP Handbook, and the Virtual Knowledge Centre on EVAW.
	
	Specific **infrastructure considerations** that can contribute to a positive enabling environment for the delivery of essential justice and policing services:
	
	✓ For a checklist on Institutional structure within the criminal justice, see *UNODC's Blueprint for Action*.
	✓ For infrastructures designed for accessibility (physical, technical, financial, linguistic) to all women, see *UN Women WA2J Manual (forthcoming)*.
	✓ Infrastructure considerations to ensure adequate facilities for all justice institutions: incorporating safety features (e.g. separate waiting rooms in courts); allowing for privacy and confidentiality (e.g. secure filing cabinets for records); ensuring appropriate signage; establishing facilities in locations within one day's journey (e.g. for women living in remote and rural areas), enhancing availability of technology, such as telephones, fax or internet technology to allow for women to easily participate in different stages of the justice chain and to obtain protection orders; developing network of hubs for service delivery; and creating mobile / travelling civil and family courts.
	✓ Infrastructure that allows for justice service providers to meet victims/survivors' medical and psycho-social needs, such as vehicles for transporting her to hospital, to forensic examination or to a shelter.
	✓ Infrastructure that can accommodate multi-disciplinary and inter-agency approaches (e.g. one stop centres).
	
	For discussion on elements of specialized courts for violence against women, see Virtual Knowledge Centre on EVAW, which has links to guidelines and good practices for creating a Domestic Violence Court. See also South Africa Department of Justice and Constitutional Development report on the re-establishment of sexual offence courts.
	
	For discussion on the different delivery modules for one stop centres, see Virtual Knowledge Centre on EVAW, which includes a link to Council of Europe recommendations for minimum services for sexual assault centres in hospital settings as well as a review and evaluation of one stop centres in Kenya and Zambia.
	
	Specific **human resources considerations**, including training and workforce capacity, that can contribute to a positive enabling environment for the delivery of essential justice and policing services:
	
	✓ For details on human resources and the promotion of effective training for criminal justice providers, see *UNODC's Blueprint for Action*.
	✓ Training of justice providers on women's human rights; the dynamics of violence against women; effective protection and resolution of these cases; and to increase their ability to manage incidents of violence against women in a way that minimizes the possibility of re-victimizing the victim / survivor (how to act in a manner that is non-judgmental, empathetic and supportive).
	✓ Consider conducting interdisciplinary training where possible and developing training in close cooperation with women's rights groups and civil society.
	✓ Accessibility (physical, technical, financial, linguistic) of justice service providers, including ensuring staff in justice institutions in rural and remote areas through specialists at hub facilities and rotating staff.
	✓ Consider multi-disciplinary teams.
	✓ Develop or increase use of paralegals to increase legal assistance to victims / survivors.
	✓ Promoting a critical mass of women justice service providers, including women justice providers in decision-making positions
	  For further guidance see Virtual Knowledge Centre on EVAW.
	
	Specific **service delivery management considerations**, that can contribute to a positive enabling environment for the delivery of essential justice and policing services:
	✓ For specifics on case management in criminal justice systems, see *UNODC's Blueprint for Action*.
	✓ Simplified forms, such as for applications for immediate and urgent protection measures; divorce and child custody, legal aid, state compensation funds.
	✓ Record-keeping capacity to track cases (ensuring that they are prioritized and fast tracked), such as using unique case file identification throughout the justice chain as well as ensuring communication between multiple legal processes (e.g. family law case and criminal case).
	  For guidance see Virtual Knowledge Centre on EVAW.

→ *continued from previous page* **3. Developing and costing an implementation plan**	In addition to the above cost implications, other **costing considerations** when developing implementation plan: ✔ Costs associated with increasing the ability of victims to travel and access police and justice services (travel stipend, food allowance, hotel, child care allowance). ✔ Fee waivers or reductions for family, civil and administrative proceedings. ✔ Training court clerks to assist unrepresented women in submitting applications. *For guidance see Virtual Knowledge Centre on EVAW.*
4. Monitoring and evaluating implementation	Suggestions for **oversight mechanisms** ✔ Integrate oversight of the justice response to violence against women into existing oversight joint and sector mechanisms, both external and internal. ✔ Promote collaboration with civil society groups to work as an observatory on the justice sector re-sponse. Suggestions for **monitoring mechanisms** ✔ Integrating monitoring of violence against women cases with existing data collection mechanisms, such as criminal administrative data. ✔ Each justice agency integrate into existing procedures for collecting, storing and transferring data, measures to ensure confidentiality and respect for the privacy of victims/survivors, perpetrators and other persons involved. ✔ Strengthen linkages between justice agencies in terms of tracking violence against women cases throughout the justice chain. ✔ Enhancing existing monitoring body to include a gender observatory or mandate a national body, such as gender ombudsman office to monitor and report on the delivery of justice and policing services. ✔ Training victims / survivors and other women to carry out monitoring of justice sector mechanisms. ✔ Permit independent monitoring by NGOs including review of case files in addition to courtroom observation. ✔ Monitoring and evaluation of justice sector initiatives needs to be done at the national and local level. Assess the degree of compliance by governments and justice providers in exercising due diligence to prevent, protect, punish acts of violence against women. *For guidance see Virtual Knowledge Centre on EVAW.* Suggestions for **qualitative and quantitative data disaggregated by sex** ✔ Whether women know their rights under the law; whether men are aware of the law (crimes and penalties) and whether service providers are aware of their legal obligations to prevent and respond to violence against women. ✔ Data on the impact of police and justice sector specific interventions and the performance of the justice and policing sector. ✔ Population based surveys (e.g. crime/victimization surveys or violence against women surveys) and administrative data from police, prosecution services, courts and corrections *For guidance see UNODC's Blueprint for Action; the International Classification of Crime for Statistical Purposes (available at: https://www.unodc.org/unodc/en/data-and-analysis/statistics/iccs.html; The Manual on Victimization Surveys (available at: https://www.unodc.org/documents/data-and-analysis/Crime-statistics/Manual_on_Victimization_surveys_2009_web.pdf) and The Manual on Criminal Justice Statistics Systems (available at: https://unstats.un.org/unsd/publication/SeriesF/SeriesF_89E.pdf)* ✔ Evaluation of police and justice initiatives could include assessment of reporting rates, case rates, conviction rates, women's perception around the quality of services provided and whether their needs were met, barriers to access, and knowledge, attitudes and practices of police and other justice provid-ers around gender and violence against women. *For guidance see Virtual Knowledge Centre on EVAW which has links to UNIFEM's National Accountability Framework to End Violence against Women and Girls: 10 point Checklist.*
5. Review cycle and adapting implementation plan	• Identify barriers / obstacles to justice and policing services and lessons learned from monitoring and evaluation. • Input from relevant stakeholders, such as trained sensitive police and justice providers and victims/ survi-vors. • Incorporate good practices and lessons learned in modifying justice and policing service delivery.

Available Resources:

Updated Model Strategies United Nations Updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice, G.A. res 65/228, annex, https://www.unodc.org/documents/justice-and-prison-reform/crimeprevention/Model_Strategies_and_Practical_Measures_on_the_Elimination_of_Violence_against_Women_in_the_Field_of_Crime_Prevention_and_Criminal_Justice.pdf

UNODC Blueprint for Action UNODC (2014) Strengthening Crime Prevention and Criminal Justice Response to Violence against Women, including the UNODC Blueprint for Action: an Implementation Plan for Criminal Justice Systems to Prevent and Respond to Violence against Women, https://www.unodc.org/documents/justice-and-prison-reform/Strengthening_Crime_Prevention_and_Criminal_Justice_Responses_to_Violence_against_Women.pdf

UNODC Prosecution Handbook UNODC (2014) Handbook on effective prosecution responses to violence against women and girls, http://www.unodc.org/documents/justice-and-prison-reform/Handbook_on_effective_prosecution_responses_to_violence_against_women_and_girls.pdf

UNODC Police Handbook UNODC (2010) Handbook and Training Curriculum on effective police responses to violence against women, https://www.unodc.org/documents/justice-and-prison-reform/Handbook_on_Effective_police_responses_to_violence_against_women_English.pdf and https://www.unodc.org/pdf/criminal_justice/Training_Curriculum_on_Effective_Police_Responses_to_Violence_against_Women.pdf

UNODC Gender Assessment Tool UNODC (2010) Gender in the Criminal Justice Assessment Tool, https://www.unodc.org/documents/justice-and-prison-reform/crimeprevention/E-book.pdf

UNOHCHR Judicial Stereotyping UNOHCHR (2014) Eliminating judicial stereotyping: equal access to justice for women in gender-based violence cases, http://cedaw-in-action.org/en/wp-content/uploads/2016/04/judicial_stereotyping2014.pdf

UN Women Legislative Handbook UN Women (2011) Handbook for Legislation on Violence against Women, http://www.un.org/womenwatch/daw/vaw/handbook/Handbook%20for%20legislation%20on%20violence%20against%20women.pdf

UN Women NAP Handbook UN Women (2012) Handbook for National Action Plans on Violence against Women, http://www.unwomen.org/~/media/Headquarters/Attachments/Sections/Library/Publications/2012/7/HandbookNationalActionPlansOnVAW-en%20pdf.pdf

UN Women WA2J Manual UN Women, A Practitioner's Manual on Women's Access to Justice Programming (UN Women, forthcoming)

Virtual Knowledge Centre on EVAW UN Women, the various modules and information in the Virtual Knowledge Centre to End Violence against Women, http://www.endvawnow.org/

APPENDIX 3

CHECKLIST: THE IMPLEMENTATION PROCESS CONSIDERATIONS SPECIFIC FOR THE SOCIAL SERVICES SECTOR

Implementation steps	Considerations for ensuring effective implementation within the social services sector
1. Identifying the entity responsible for implementation	✓ Identify relevant stakeholders in the social service sector to be involved in a national multi-sectoral implementing body including ministries responsible for social services, entities that deliver social services, educational institutions that train providers of social services, women's rights NGOs, and faith-based organizations that provide support to individuals and families ✓ Establish or strengthen coordination among social services providers ✓ Actively participate in coordinated response to violence against women and girls including stakeholders from social services, health, police and justice sectors, victim / survivor advocates, education sector and others ✓ In all of the above, ensure victim / survivor advocates play a key role ✓ Develop a joint understanding of violence, its root causes and why services are needed. Ensure that there are efforts to identify and address victim blaming.
2. Conducting an assessment	Consult with relevant stakeholders in the social services sector such as: ✓ Organizations with specific responsibility for implementation of essential services including ministries responsible for social services; social service providers; civil society organizations; academics; organizations that represent victims/survivors; and victims/survivors. ✓ Key stakeholders and actors responsible for developing policies and protocols, involved in coordination and involved in providing services; as well as members of the community, leaders of the community and women's organizations. ✓ Other stakeholders with a role or interest in responding to violence against women and girls. Assess current enabling factors: ✓ Identify what **legal frameworks** are in place to promote protection for women and support the delivery of safe, effective and ethical social services and where gaps exist. ✓ Identify existing **policies and practices**, whether there is a specific violence against women social services policy and if it is linked to national policy, and assess how policies regarding social services for women subjected to violence are integrated into existing social services. Identify existing social services plans, protocols or other guiding frameworks. What is the level of implementation of policies, plans and protocols, including gaps and bottlenecks, access barriers by sub-groups. ✓ Identify what **resources and financing** are in place and the minimum requirements for the functioning of those services (e.g. social services budgets; infrastructure and locations). What is the availability of products / commodities and technology that enable confidentiality, privacy and safety? If minimum requirements have not been identified, consult with organizations currently providing services, and their donors, regarding true costs of provision of services and where more resourcing is needed. ✓ Identify the current **workforce capacity** and development and training approaches. In the social services sector this includes: initial training, continuing education and in-service training; inter-sectoral team building; and social services work force supervision and mentoring. ✓ Identify **governance, oversight and accountability** mechanisms currently in place. Whether an institutional coordination mechanism exists at national or subnational levels, how it is functioning, which stakeholders are involved and who is not participating that should be. Identify groups of people that are more vulnerable to violence and seek ways to involve representatives of those groups to participate (for example people with disabilities). Identify processes to hold organizations and institutions accountable for their responsibilities. ✓ Identity the current ability of the social services sector to **monitor and evaluate** service delivery. Are there information systems in place? Is there possibility to have client feedback and assessment and other methods to track the quality of services?

→ *continued from previous page* **2. Conducting an assessment**	Map existing essential social services in terms of availability, accessibility, responsiveness, adaptability, appropriateness; analyze quality and identify gaps: ✓ Which social services exist for victims / survivors? ✓ Which entities are providing the services (government, non-governmental organizations, others)? ✓ Locations where services are concentrated and where there are gaps? ✓ How are services being financed and what costs are for victims /survivors? ✓ The level of quality and users' experience? ✓ Who is accessing them and who is not? ✓ What services are provided at different types of facilities (e.g., crisis centres, one stop centres, clinics and hospitals, shelters, women's advocacy centres, places of worship/faith based groups)? ✓ Whether the facilities provide safety (e.g. security guard or police presence) and confidentiality (e.g. substituting the victim / survivor's name with a client number or alias, policies on confidentiality, (e.g., location of the facility is kept secret)?
3. Developing and costing an implementation plan	Refine specific goals and objectives for social services sector: ✓ Emphasize the principle of survivor-centered services, recognizing violence against women as a social problem caused by the traditional inequality between men and women and men's efforts to maintain power and control over women. Although substance abuse may be an aggravating factor, neither it nor marital infidelity or women's choice not to fulfill traditional gender roles cause the violence. A survivor-centred approach recognizes that the victim is not to blame for the violence. Specific **legislation and policy framework** considerations that can contribute to a positive enabling environment for the delivery of essential social services: ✓ Laws and/or policies that clearly identify a comprehensive range of social services which address the physical, mental, economic, social and psychological consequences of different types of violence and the obligation of social services providers to offer comprehensive services to victims / survivors, recognize the rights of victim / survivors that promote safety and assistance and preserves confidentiality, and seek to prevent re-victimization. ✓ Legislation should not make reporting mandatory in cases involving adult victim / survivors and should prohibit the disclosure of information about specific cases to government agencies without the fully informed consent of the victim / survivor. ✓ Legislation to provide for a specific agency or agencies responsible for victim / survivor services and clearly describe their responsibilities; mandate coordination, implementation and dedicated funding mechanisms to ensure those services are established, monitored and evaluated and the results of this monitoring are shared and used to enhance service delivery. ✓ Legal provisions should include establishing specialized and multidisciplinary units or approaches (e.g., mandated social services referrals by specialized domestic violence police units); mandating training; and establishing an oversight mechanism. ✓ Policies can focus on how to integrate violence against women into different types of social services and programming such as livelihoods development, agriculture, business development, education. ✓ Policies that address a system-wide approach in social services facilities including how to obtain personal information that allows for privacy and confidentiality; how to avoid re-victimization by requiring victims/survivors to repeat their stories; establish protocols for when and where social services providers may discuss personal information about clients. ✓ Protocols and guidelines standardize quality of services and provide clear procedures for social services providers. For example, the types of supports provided, length of time a victim/survivor can access services, frequency of counselling sessions, support provided after receiving service, training of workers.

3. Developing and costing an implementation plan

Specific **infrastructure and supply considerations** that can contribute to a positive enabling environment for the delivery of essential social services:

✓ Infrastructures that provide for accessibility (physical, technical, financial, linguistic) to all women subjected to violence, with special consideration for women in remote and rural areas and women from marginalized groups, such as women with disabilities and women with mental health issues.

✓ Equipment and supplies necessary for comprehensive services, recognizing the different needs of different services.

✓ Infrastructures that incorporate safety, privacy, confidentiality and dignity features, such as establishing consultation rooms where victims / survivors cannot be overheard from outside; private waiting rooms to avoid sharing information in public areas such as the reception area; and secure file cabinets / lockable cupboards for patient files.

✓ Infrastructure that minimizes secondary victimization, such as requiring victim / survivors to retell their stories multiple times.

✓ Infrastructure that can accommodate multi-disciplinary and inter-agency approaches (e.g., hospital based one stop centres).

Specific **human resources considerations**, including training and workforce capacity, that can contribute to a positive enabling environment for the delivery of essential social services:

✓ Using a systems approach which focuses on developing resources and skills across the entire social services organization by training all social services provider staff as well as specialized staff who are providing direct services to victims / survivors.

✓ Using an integrated approach, train existing social services providers to screen for violence against women, provide counselling where possible and referrals to other services.

✓ Availability of social services providers who have the capacity to deliver quality psychosocial and other support services to women subjected to violence.

✓ Accessibility (physical, technical, financial, linguistic) of social services providers, including being able to provide social services staff 24 hours/365 days per year and ensuring staff in in rural and remote areas through specialists at hub facilities and rotating staff.

✓ Responsiveness of social services providers includes ensuring capacity of staff to conduct safety and danger assessments.

✓ Considering specialized / specially designated social services providers. Selection on the basis of their experience, interest, skills, attitudes and levels of sensitization. Recognize the qualifications of specialists and remunerate them accordingly.

✓ Considering multi-disciplinary teams, including among different types of social services providers and across sectors, such as incorporating social services providers into the health care or police response to violence.

✓ Training of social services providers on: the dynamics of violence against women; the relevant laws guiding their work, including what constitutes a crime; evidence in criminal proceedings; how to report violence; whether and how women can obtain protection measures; obligations of social services providers in cases involving girls. In addition, training should focus on knowledge, attitudes and skills that are gender-responsive and women-centred, such as how to ask about violence, care for women who disclose and refer women for specialized services.

✓ Considering conducting interdisciplinary training where possible and developing training through collaboration among relevant actors, particularly social service and health care providers, police and justice system representatives and women's rights NGOs.

✓ Increasing female social services providers within staff to ensure survivors have access to same sex social services providers where possible.

Specific **service delivery management considerations**, that can contribute to a positive enabling environment for the delivery of essential social services:

✓ Integrate into social service agency guidelines specific responses to women subjected to violence.

✓ Store client records and information systems securely stored.

✓ Standardize case documentation and management systems on violence against women within and across social services agencies.

✓ Enhance referral processes among social services agencies.

In addition to the above cost implications, other **costing considerations** when developing implementation plan include:

✓ All social services for women subjected to violence should be provided at no cost.

✓ Transportation costs for social services and other services not easily accessible to victim / survivors.

4. Monitoring and evaluating implementation	Suggestions for **oversight mechanisms:**
	✓ Integrate oversight of the social services response to violence against women into existing oversight joint and sector mechanisms, both external and internal.
	✓ Promote collaboration with women's rights NGOs with experience in social services to monitor and evaluate the social services sector response.
	
	Suggestions for **monitoring mechanisms:**
	✓ Integrate monitoring of violence against women in the existing social services systems through standardized records and information systems. This must be done through careful attention to confidentiality and safety of victims/survivors.
	✓ Enhance existing monitoring body to include mandate to monitor and report on the delivery of social services for women subjected to violence.
	✓ Include client feedback and assessments or other approaches to monitor the quality of services and whether they are making a change in the lives of victims/survivors.
	
	Suggestions for **qualitative and quantitative data**:
	✓ Prevalence rates of violence against women provide baseline and identify patterns within the country and changes over time. See the *Guidance on VAW Core Indicators from the UN Guidelines for producing statistics on violence against women: statistical surveys*
	✓ Qualitative and/or quantitative data on the impact of social services sector specific interventions and the performance of the social services sector.
	✓ Evaluation of social services initiatives could include the following social services system indicators:
	  o Proportion of social services units that have documented and adopted a protocol for the clinical management of women / girls survivors of violence
	  o Proportion of social services units that have undertaken a readiness assessment for the delivery of VAW/G services
	  o Proportion of social services units that have commodities for the clinical management of VAW/G
	  o Proportion of social services units with at least one service provider trained to care for and refer VAW/G survivors
	  o Number of social services providers trained in FGM/C management and counselling
	  o Proportion of women who were asked about physical and sexual violence during a visit to a social services unit
	  o Proportion of women who reported physical and /or sexual violence
	  o Number of clients receiving services
	  o Types of cases that have been received
	  o Types of cases referred from where?
	  o Number of nights of stays in shelters
	  o Numbers/types of services clients received
	  o Number of follow-up visits to clients who have returned to community
	  o Number of referrals made to other services
	  o Number of people with disabilities who have been served (this could also be expanded to number of people from marginalized groups, e.g. indigenous women, women from ethnic minority groups)
	✓ Other data might include: women's perception around the quality of services provided and whether their needs were met, barriers to access, and knowledge, attitudes and practices of social services providers on gender inequality and violence against women.
	✓ Development of a balanced social services assessment scorecard to support monitoring development over time
	Refer to *Guidance on developing indicators from Violence against Women and Girls: A Compendium of Monitoring and Evaluation Indicators.*

5. Review cycle and adapting an implementation plan	✓ Identify barriers / obstacles to social services and lessons learned from monitoring and evaluation. ✓ Input from relevant stakeholders, such as trained sensitive social services providers and victims/survivors. ✓ Incorporate good practices and lessons learned in modifying service delivery.

Available Resources:

UN Women, the various modules and information in the Virtual Knowledge Centre to End Violence against Women, http://www.endvawnow.org/ and http://www.endvawnow.org/en/modules/view/15-shelter.html

Away From Violence: Guidelines for Setting Up and Running A Women's Refuge, 2004, WAVE Co-ordination Office, Austrian Women's Shelter Network, Vienna

Centre for Excellence for looked after children in Scotland, Moving Forward: Implementing the Guidelines for Alternative Care for Children 2012, http:// www.unicef.org/protection/files/Moving_Forward_Implementing_the_Guidelines_English.pdf

Centre for Enquiry Into Health and Allied Themes (2012): Ethical Guidelines for Counselling Women Facing Domestic Violence. India.

Department of Social Development, Republic of South Africa (2008): 'Shelters for Victims of Domestic Violence' in Minimum Standards for Service Delivery in Victim Empowerment.

Establishing Gender-based Violence Standard Operating Procedures (SOPs) for multisectoral and inter-organisational prevention and response to gender-based violence in humanitarian settings, http://gbvaor.net/wp-content/uploads/sites/3/2012/10/Establishing-Gender-based-Standard-OperatingProcedures-SOPs-for-Multi-sectoral-and-Interorganisational-Prevention-and-Response-to-Genderbased-Violence-in-Humanitarian-Settings-ENGLISH.doc

Local Government Association, Women's Aid et al. (UK): 'Standards and Services' in Vision for Services for Children and Young People Affected by Domestic Violence. (Pp. 13)

Example organizational policy: Women's Health West, "Developing a gender equity and/or prevention of violence against women organisational policy A sample policy tool", http://pvawhub.whwest.org.au/wordpress/wp-content/uploads/2016/01/Gender-Equity-and-Preventing-Violence-Against-Women-Organisational-Policy-Tool.pdf

Council of Europe, "Combating violence against women: minimum standards for support services", http://www.coe.int/t/dg2/equality/domesticviolencecampaign/Source/EG-VAW-CONF(2007)Study%20rev.en.pdf

DFID, "Guidance Note 2: A Practical Guide on Community Programming on Violence against Women and Girls", https://static1.squarespace.com/static/536c4ee8e4b0b60bc6ca7c74/t/54ec6773e4b0440df7b25bc3/1424779123002/DFID+VAWG+Guidance+2.pdf

The Nabilan Program has developed a number of tools, together with civil society partners and the Government of Timor-Leste, but these are not yet online. These include:

1) Case Management Assessment Tool – to assess the quality of services given to clients. This is a checklist which reviews the documentation on file about a client and the quality of that documentation.

2) Reintegration Tool – a checklist which can be used to decide when a client is ready to return to the community, their situation in the community, and when a case can be closed. This tool includes the possibility to rank/score a client's situation over time, to track change. It was designed to help workers focus in on important issues on follow-up visits, to document their observations and support, plan for further support, and potentially to be able to demonstrate changes in clients' situation over time.

3) Client Psycho-Social Status Tool – and observation based tool which can help workers to more carefully observe and document the situation of a client, and adapt their support based on these observations. One of the reasons to develop this was to help shelters identify progress in the situation of individuals who stay in shelters for long periods (sometimes up to two years)

4) Standard Operating Procedures on Case Management and Referral – this document lays out the roles and responsibilities of key actors in the "referral pathway" and provides in the Annexes practical tools for service providers, including: questions about risk and safety; Referral Form; Consent to Release Information Form; Intake Form; guidance on holding a Case Management meeting; format for a Action Plan for a client; Case File checklist

To enable service providers to identify people who may have a disability, the "Washington Group Questions" can be used. Explanation and further links at http://www.cbm.org/Disaggregation-by-Disability-A-way-forward--498229.php

APPENDIX 4

CHECKLIST: THE IMPLEMENTATION PROCESS CONSIDERATIONS FOR COORDINATION AND GOVERNANCE OF COORDINATION

Implementation steps	Considerations
1. Identifying the entity responsible for implementation	✓ Should reflect agencies/stakeholders that will be part of coordinated response ✓ Leadership by victim advocates

2. Conducting an assessment	✓ Assess current enabling factors:
	  ○ Determine that a **comprehensive legal framework** is in place that are based on a survivor-centred approach and human rights standards and include a legal framework for coordination that is based on good practices.
	  ○ Determine that **gender-responsive policies and practices** are in place including adopting policies to identify and address barriers to effective coordination.
	  ○ Determine that adequate and sustained **resources and financing** are in place at national and local levels to coordinate policymaking and delivery of essential services.
	  ○ Determine that requirements of regular **training and workforce development** are in place on good practices of in coordination of essential services at all levels.
	  ○ Determine that standards are in place for **monitoring and evaluation** that establish methodology, factors for measurement, schedules for collecting and reporting data and that the data that is collected is analyzed and made available to improve services.
	✓ Identify and build on current coordination efforts
	✓ Identify legal and policy framework for coordination based on good practices

3. Developing and costing an implementation plan	✓ Identify tasks of coordination – establishing policies and protocols and/or collaborating on individual cases, e.g., confidentiality policy
	✓ Create policies, protocols, MOUs that:
	  ○ require cooperation among agencies that address VAWG
	  ○ require appropriate information sharing
	  ○ prohibit mandatory reporting of individual cases except in cases of immediate danger, child victims or special vulnerability
	✓ Determine leadership of the coordinated response
	✓ Determine whether/when meetings will be held
	✓ Carry out joint on-going training
	✓ Agree on primary goals – victim safety, offender accountability, agency accountability
	✓ Agree that state institutions and not victims/survivors are responsible for addressing violence
	✓ Adopt standards that are specific to girls
	✓ Avoid unnecessary duplication of services
	✓ Use a risk assessment at every stage of the intervention
	✓ Multi-disciplinary team case review – agencies work together to improve responses in specific cases
	✓ Fatality team review – analyze domestic violence homicide cases to improve responses, services and collaboration to avoid future fatalities
	✓ Agree on victim-centered philosophy: victims are not responsible for the violence and cannot stop it
	✓ Agree that root cause of violence is power and control
	✓ Define roles of participating agencies
	✓ Adopt and enforce ethical conduct for staff and volunteers of participating agencies
	✓ Create and enforce protocols for collecting, maintaining and allowing access to personally identifiable information
	✓ Ensure that coordinated response takes into account diversity of needs of victims/survivors – e.g., girls, older adults, disabled, marginalized, minority and otherwise vulnerable groups
	✓ Tailor strategies to specific issues experienced by different groups

4. Monitoring and evaluating implementation	✓ Track and share information ✓ Evaluation by victims/survivors and their advocates ✓ Conduct internal and external audits to ensure agency accountability ✓ Follow up on cases to learn outcomes and improve responses including fatality review ✓ Create inter-agency tracking systems ✓ Use common technology for all recording and reporting ✓ Require each agency to maintain data for monitoring and evaluation ✓ Obtain consent of victims/survivors to record personally identifiable information ✓ Anonymize data for monitoring and evaluation purposes ✓ Analyze data to identify vulnerabilities of specific groups ✓ Adopt processes to identify unintended consequences of responses to violence
5. Review cycle and adapting implementing plan	✓ Identify barriers to successful coordination and possible solutions ✓ Conduct regular, on-going training to ensure that new knowledge and good practices are incorporated into response to VAWG ✓ Incorporate lessons learned into future policies and practices ✓ Identify good practices and lessons learned

Available Resources:

UN Women, Virtual Knowledge Centre to End Violence against Women, Interagency Approach/Coordinated Community Response, http://endvawnow.org/en/modules/view/8-legislation.html#8.

The Africa Regional Sexual And Gender-Based Violence Network Annual Partners Meeting, http://www.pop-council.org/uploads/pdfs/2012RH_SGBVReport.pdf.

Bridging Gaps manual: "Bridging Gaps --From Good Intention to Good Cooperation," Women against Violence Europe [WAVE]. Daphne Project (2006), http://www.popline.org/node/177253.

Multi-Sectoral Programme on Violence Against Women, Bangladesh (2015) http://www.mspvaw.gov.bd/.

Abrahams, F. (2005) *Learning from Domestic Violence Partnerships: A Study of a Programme of Engagement and Support to Local Domestic Violence Partnerships*, London: Local Government Association, available online at: http://www.tavinstitute.org/wp-content/uploads/2013/01/Tavistock_Report_Learning_from_Domestic_violence_Partnerships_B.pdf.

Butegwa, F. and Awori, T. (2010) *Multi-Sectoral Approach to Women's Rights in Africa Manual*, Addis Ababa: UN Women, available online at: http://www.unwomen.org/~/media/headquarters/attachments/sections/library/publications/2010/2010-multi-sectoral-approach-womens-rights-africa.pdf?v=1&d=20150330T182753.

The Blueprint for Safety, Praxis International, http://praxisinternational.org/blueprint-home/