



Module 5

COORDINATION AND GOVERNANCE OF COORDINATION

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





MODULE 5

Coordination and
Governance of
Coordination

The Essential Services Package comprises five 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
<p>Chapter 1: Introduction to essential services package</p> <p>1.1 Introduction 1.2 Context 1.3 Purpose and scope 1.4 Language and terms</p>	<p>Chapter 1: Introduction to essential health services</p> <p>1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms</p>	<p>Chapter 1: Introduction to essential justice and policing services</p> <p>1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms</p>	<p>Chapter 1: Introduction to essential social services</p> <p>1.1 Introduction 1.2 Purpose and scope 1.3 Language and terms</p>	<p>Chapter 1: Introduction to essential coordination and governance actions</p> <p>1.1 Introduction 1.2 Purpose & scope 1.3 Language and terms</p>
<p>Chapter 2 Common principles, characteristics and foundational elements</p> <p>2.1 Principles 2.2 Common characteristics of quality essential services 2.3 Foundational elements</p>	<p>Chapter 2 Framework for essential services package</p> <p>2.1 The overall framework 2.2 Unique features of the framework specific to essential health services</p>	<p>Chapter 2 Framework for essential services package</p> <p>2.1 The overall framework 2.2 Unique features of the framework specific to essential justice and policing services</p>	<p>Chapter 2 Framework for essential services package</p> <p>2.1 The overall framework 2.2 Unique features of the framework specific to essential social services</p>	<p>Chapter 2 Framework for essential services package</p> <p>2.1 The overall framework</p>
<p>Chapter 3 How to use this tool</p> <p>3.1 Essential services guidelines framework</p>	<p>Chapter 3 Guidelines for essential health services</p>	<p>Chapter 3 Guidelines for essential justice and policing services</p>	<p>Chapter 3 Guidelines for essential social services</p>	<p>Chapter 3 Guidelines for essential coordination and governance actions</p> <p>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.</p>
<p>Chapter 4 Tools and resources</p>	<p>Chapter 4 Tools and resources</p>	<p>Chapter 4 Tools and resources</p>	<p>Chapter 4 Tools and resources</p>	<p>Chapter 4 Tools and resources</p>

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CHAPTER 1:

INTRODUCTION

1.1 INTRODUCTION

These guidelines for **essential actions for coordination and governance of coordination** aim to provide guidance for essential services to work together both formally and informally to ensure that a comprehensive women and child centered response is provided to all women and girls (and their children when necessary). The guidelines focus on low to middle income countries in stable settings. They are also applicable in high income countries.

The guidelines are part of the **Essential Services Package** which aims to provide all women and girls who have experienced gender-based violence with greater access to a set of essential quality and coordinated multi-sectoral services.

The Essential Services Package reflects the vital components of coordinated multi-sectoral responses for women and girls subject to violence and includes guidelines for health services, justice and policing services, and social services as well as for coordination and governance mechanisms.

The guidelines for essential actions for coordination and governance of coordination should be read in conjunction with Module 1: Overview and Introduction which sets out the principles, common characteristics and foundational elements that apply across all essential services. The guidelines are also complementary to the guidelines for health services (Module 2), police and justice sectors (Module 3), and social service coordination (Module 4).

Coordination and governance of coordination

A cohesive multi-disciplinary cross-agency approach for responding to violence against women and girls is essential to protecting victims and survivors of intimate partner violence and non-partner sexual violence from further harm when responding to violence. Coordinated systems can have a greater impact in responding to violence, as well as greater efficiencies, than agencies working in isolation. These guidelines on coordination and governance of coordination of Essential Services are intended to ensure the benefits of a coordinated approach.

1.2. PURPOSE AND SCOPE OF THE GUIDELINES

The purpose of the Guidelines is to support countries as they work to provide services for all women and girls who are victims and survivors of violence, in a broad range of settings and situations. ¹The Guidelines are designed to ensure that the services of all sectors are coordinated and governed to respond in a comprehensive way, are women and child-centered, and are accountable to victims and survivors and to each other.

The scope of this tool is coordination and governance of coordination of Essential Services at the national and local levels. In some countries certain functions of coordination and governance of coordination may occur at intermediate levels of government but only the national and local levels are referred to herein for clarity and consistency. The Guidelines focus on ensuring a cohesive cross-agency approach for responding to violence against women and girls and protecting victims and survivors from further harm. While the Guidelines may be applied to other forms of violence against women

¹ The elements, quality standards and guidelines do not apply to humanitarian settings, which require a different set of considerations.

and girls, they are primarily intended for situations of intimate partner violence, and non-partner sexual violence, including the specific needs of girls who might access such services. The focus is primarily on

1.3

LANGUAGE AND TERMS

Coordination is a central element of the response to violence against women and girls. It is required by international standards that aim at ensuring 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. It 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.

Core elements are features or components of the essential services that apply in any context, and ensure the effective functioning of the service.

Essential Services encompass 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 is “any act of violence that is directed against a woman because she is a woman or that affects women disproportionately”.²

Governance of coordination has two major components. The first component is the creation of laws

responding to violence against women and girls (and their children) after the violence has occurred, taking action at the earliest stages of violence, and intervening to prevent the reoccurrence of violence.

and policies required to implement and support the coordination of Essential Services to eliminate or respond to violence against women and girls. The second component is the process of holding stakeholders accountable for carrying out their obligations in their coordinated response to violence against women and girls and ongoing oversight, monitoring and evaluation of their coordinated response. Governance is carried out at both the national and local levels.

Intimate partner violence is “the most common form of violence experienced by women globally . . . and includes a range of sexually, psychologically and physically coercive acts used against adult and adolescent women by a current or former intimate partner, without her consent. Physical violence involves intentionally using physical force, strength or a weapon to harm or injure the woman. Sexual violence includes abusive sexual contact, making a woman engage in a sexual act without her consent, and attempted or completed sex acts with a woman who is ill, disabled, under pressure or under the influence of alcohol or other drugs. Psychological violence includes controlling or isolating the woman, and humiliating or embarrassing her. Economic violence includes denying a woman access to and control over basic resources.”³

Multi-disciplinary response teams are groups 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 are focused on ensuring an effective response to individual cases and may contribute to policy making.

Non-partner sexual violence “refers to violence by a relative, friend, acquaintance, neighbor, work colleague

2 CEDAW, General Recommendation No. 19, para. 6.

3 UN Secretary-General’s Study, supra note 1, paras. 111- 112.

or stranger”.⁴ It includes being forced to perform any unwanted sexual act, sexual harassment and violence perpetrated against women and girls frequently by an offender known to them, including in public spaces, at school, in the workplace and in the community.

Quality guidelines support the delivery and implementation of the core elements of essential services to ensure that they are effective, and of sufficient quality to address the needs of women and girls. Quality guidelines provide ‘the how to’ for services to be delivered within a human rights-based, culturally-sensitive and women’s-empowerment approach. They are based on and complement international standards and reflect recognized best practices in responding to gender-based violence.

Stakeholders are 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 and survivors and their representatives, social services, health care sector, legal aid providers, police, prosecutors, judges, child protection agencies, and the education sector, among others.

4 *Ibid.* at para 128.

1.4

THE IMPORTANCE OF COORDINATION AND GOVERNANCE

Coordination and governance of coordination are intertwined functions that continually inform and contribute to each other. Coordination can be both a formal and informal process that is governed by laws and policies. However, laws and policies should be based on best practices developed using international standards and norms, evidence and lessons learned through the direct experience of coordination. The accountability function of governance should identify strengths and weaknesses of coordination and lead to modifications that enhance laws, policies and practices.

A coordinated response is important because it is more effective in keeping victims/survivors safe from violence and holding offenders accountable than when different sectors of society work in isolation to

Victim / survivor refers to women and girls who have experienced or are experiencing gender based violence to reflect both the terminology used in the legal process and the agency of these women and girls in seeking essential services.⁵

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.”⁶

5 UN Secretary-General’s Study, *supra* note 1, notes the ongoing debate the terms victim and survivor. Some suggest that “the term “victim” should be avoided because it implies passivity, weakness and inherent vulnerability and fails to recognize the reality of women’s resilience and agency. For others the term “survivor” is problematic because it denies the sense of victimization experienced by women who have been the target of violent crime”. Therefore, these guidelines use the term “victim/survivor”.

6 Declaration on the Elimination of Violence Against Women, Article 1.

address the issue. Coordination provides benefits for victims/survivors, for the agencies and institutions that respond to violence against women, and for their communities.

For victims/survivors, a coordinated response results in increased safety, by placing them at the centre of any intervention or institutional response. A coordinated response gives victims/survivors access to informed and skilled practitioners who share knowledge in a dedicated, supportive environment. A coordinated response is able to recognize victims/ survivors’ multiple needs, which can be met through co-locating services and referral networks. Information sharing among agencies can reduce the number of times victims and survivors are asked to tell their stories, thus reducing the risk of

re-traumatization. Integrated care models mean that victim/survivors' psychosocial, sexual health and other health needs are more likely to be addressed holistically. In addition, women's rights to financial and social autonomy, which can reduce their risk of experiencing future abuse and improve their capacity for escaping after it occurs, can be integrated into coordinated responses to violence against women and girls.

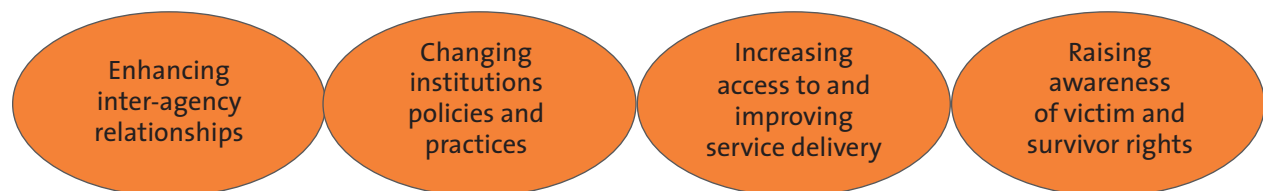
A coordinated response benefits the institutions and agencies that respond to violence against women and makes them more effective. By complying with minimum standards partner agencies can deliver more consistent responses. Clarity about roles and responsibilities means that each sector can excel in its area of expertise, and each professional's work is complemented by that of other agencies and professionals. Coordination with other sectors enhances the ability of the criminal justice system to hold perpetrators accountable. Shared protocols ensure clear and transparent communication and accountability mechanisms among agencies. Coordination means that consistent messages and responses can be given to victims/survivors, perpetrators and communities. Shared data systems can support individual case management, such as ensuring an appropriate response to the results of on-going risk assessment, and can serve as a source of information for monitoring and evaluating the program.

Coordination results in greater impact and reach of programmes, at a lower cost through pooling financial and human resources and by reducing duplication of effort. Coordination provides opportunities for sharing resources, practice-based knowledge, innovation and research.

For communities coordination sends clear, consistent, unified messages that violence against women is being treated seriously, both by protecting and assisting victims/survivors and by deterring and punishing perpetrators. Coordination can result in greater community awareness of the availability of services to support victims/ survivors and send a message that violence against women will not be tolerated. Coordination provides more opportunities to speak out – for women about their experiences of violence, and for community members, including men and boys, about the impact of violence against women on them and their families. Participatory community strategies, where violence against women is framed as a human rights and equality issue, offer opportunities for collaboration with those working on other social justice issues.

1.5

COMMON COMPONENTS OF A COORDINATED RESPONSE



Coordinated responses usually involve a combination of the following	Partnerships among sectors and agencies are often enhanced through the following means
<ul style="list-style-type: none"> • A framework for multi-sectoral collaboration between agencies • A coordinating committee or body to monitor progress and develop policy • Mechanisms to manage, work with, and sanction offenders • Services for survivors, such as health, shelter and advocacy support, including integration of civil protection remedies with the criminal justice process 	<ul style="list-style-type: none"> • Regular face-to-face meetings • Shared policies and protocols developed by key agencies • Joint planning of activities and interventions • Joint training of staff in partner organisations/sectors • Sharing information about survivors and perpetrators, while respecting privacy and ensuring safety • Ongoing data collection to monitor case progress and outcomes, and identify good and poor practice
Coordinated multi- disciplinary responses require	The body responsible for coordination may be
<ul style="list-style-type: none"> • Active participation by a range of stakeholders • Agreement about the most effective way to respond to violence against women • Collaboration, communication and information sharing among agencies 	<ul style="list-style-type: none"> • An independent body or specialist agency whose role is coordinating key sectors • A coalition of agencies who meet regularly, also known as a council, committee or task force • A high-level body, including ministers and/or executives of key institutions

CHAPTER 2.

FRAMEWORK FOR ESSENTIAL SERVICES PACKAGE

The Framework for guidelines for the delivery of quality essential social services incorporates four interlinked components:

- **Principles** which underpin the delivery of all essential services
- **Common Characteristics** which describe a range of activities and approaches that are common across all areas and which support the effective functioning and delivery of services.
- **Essential services** which set out the absolute minimum required services to secure the human rights, safety and well-being of any woman, girls or child who experience intimate partner violence and or non-partner sexual violence
- **Foundational elements** which must be in place to support the delivery of each essential service.

Essential Services Package: Overall framework diagram

Principles	A rights based approach	Advancing gender equality and women's empowerment	Culturally and age appropriate and sensitive
	Victim/survivor centred approach	Safety is paramount	Perpetrator accountability
Common characteristics	Availability	Accessibility	
	Adaptability	Appropriateness	
	Prioritize safety	Informed consent and confidentiality	
	Data collection and information management	Effective communication	
	Linking with other sectors and agencies through referral and coordination		

Essential services and actions	Health	Justice and Policing	Social services
	<ol style="list-style-type: none"> 1. Identification of survivors 2. First line support 3. Care of injuries and urgent medical treatment 4. Sexual assault examination and treatment 6. Mental health assessment 7. Mental health treatment 8. Documentation (medico legal) 	<ol style="list-style-type: none"> 1. Prevention 2. Initial contact 3. Assessment/investigation 4. Pre-trial processes 5. Trial processes 6. Perpetrator accountability and reparations 7. Post-trial processes 8. Safety and protection 9. Assistance and support 10. Communication and information 11. Justice sector coordination 	<ol style="list-style-type: none"> 1. Crisis information 2. Crisis counselling 3. Help lines 4. Safe accommodations 5. Material and financial aid 6. Creation, recovery, replacement of identity documents 7. Legal and rights information, advice and representation, including in plural legal systems 8. Psycho-social support and counselling 9. Women-centred support 10. Children's services for any child affected by violence 10. Children's services for any child affected by violence 11. Community information, education and community outreach 12. Assistance towards economic independence, recovery and autonomy

Coordination and governance of coordination	
National level: Essential actions	Local level: Essential actions
<ol style="list-style-type: none"> 1. Law and policy making 2. Appropriation and allocation of resources 3. Standard setting for establishment of local level coordinated responses 4. Inclusive approaches to coordinated responses 5. Facilitate capacity development of policy makers and other decision-makers on coordinated responses to VAWG 6. Monitoring and evaluation of coordination at national and local levels 	<ol style="list-style-type: none"> 1. Creation of formal structures for local coordination and governance of coordination 2. Implementation of coordination and governance of coordination

Foundational elements	Comprehensive legislation and legal framework	Governance oversight and accountability	Resource and financing
	Training and workforce development	Gender sensitive policies and practices	Monitoring and evaluation

CHAPTER 3:

GUIDELINES FOR ESSENTIAL ACTIONS FOR COORDINATION AND GOVERNANCE OF COORDINATION

Guidelines for essential actions for coordination and governance of coordination comprise two levels:

- National level – action among ministries that play a role in addressing violence against women and girls
- Local Level – Action between local-level stakeholders.

3.1

GUIDELINES FOR NATIONAL LEVEL COORDINATION AND GOVERNANCE OF COORDINATION OF ESSENTIAL SERVICES

ESSENTIAL ACTION: 1. LAW AND POLICYMAKING	
Laws and policies based on best practices and international standards and norms are essential in guiding the formal and informal processes that underpin coordination and governance of coordination. They should also be informed by evidence and lessons learned through the direct experience of coordination.	
CORE ELEMENTS	GUIDELINES
1.1 Laws and policies that address violence against women and girls	<ul style="list-style-type: none">• Ensure all laws and policies on informed understanding of gender equality and non-discrimination.• Ensure responses to violence against women are based on a victim-centered approach and human rights standards of victim safety and offender accountability.• Address all forms of violence against women while ensuring that responses are tailored to specific forms of violence.• Ensure a participatory/inclusive approach to law and policymaking by incorporating knowledge and feedback from victims /survivors, NGOs and others working directly with victim/survivors and perpetrators.• Create and strengthen government agencies and organizations and other structures that have a role in responding to violence against women.• Incorporate the experience of national and local coordination initiatives into national policy-making.

<p>1.2 Laws and policies for coordination of Essential Services at the national and local level</p>	<ul style="list-style-type: none"> • Establish a legal and policy framework for coordination based on best practices that incorporates a common understanding of violence against women that can be adapted to country needs. • Develop and/or update national action plans to specify mechanisms and budgets for coordination of Essential Services. • Require cooperation among agencies that address violence against women. • Identify specific coordination responsibilities of individual agencies, including women’s organizations. • Require appropriate information sharing among agencies that prioritizes offender accountability and confidentiality for victims/survivors. • Define responsibilities for providing financial resources • Prohibit mandatory reporting of individual cases between coordinating agencies except in cases of immediate danger, child victims or special vulnerability.⁷ • Require sufficient availability of police and justice services, social services and health care services to meet the needs of victims and survivors.
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ESSENTIAL ACTION: 2. APPROPRIATION AND ALLOCATION OF RESOURCES

Coordination and governance of coordination require adequate resourcing to ensure they have the technical expertise, systems and processes, and authority to carry out the required functions and actions.

CORE ELEMENTS	GUIDELINES
<p>2.1 Adequate funding and other resources for coordination and governance of coordination</p>	<ul style="list-style-type: none"> • Provide adequate financial support, personnel, expertise, and technical support at the national level to coordinate policymaking. • Provide sufficient resources to national local level for providing, coordinating and funding of services and effectively implementing laws and policies. • Prioritize funding and resources for NGOs and civil society to enable their leadership in providing and coordinating services. • Fund research to monitor and determine effectiveness of coordination mechanisms and outcomes of coordinated service delivery. • Provide guidelines for estimating cost of coordinating services. • Establish mechanisms to ensure timeliness of funding. • Ensure wide participation and transparency in budget allocation process. • Track resource expenditures to promote accountability. • Where key resources are not yet in place, provide specifically for mobilization of resources.
<p>2.2 Coordination among relevant policymaking entities at the national level</p>	<ul style="list-style-type: none"> • Promote a common understanding among all providers of essential services of the causes and consequences of violence against women and girls. • Integrate violence against women and girls issues across all relevant policy areas including creating and strengthening public sector entities dedicated to women’s rights. • Identify and address barriers to effective coordination at policymaking and implementation levels. • Align public education messages.

⁷ See World Health Organization, Responding to intimate partner violence and sexual violence against women, WHO clinical and policy guidelines, p. 40. http://apps.who.int/iris/bitstream/10665/85240/1/9789241548595_eng.pdf.

ESSENTIAL ACTION: 3. STANDARD SETTING FOR ESTABLISHMENT OF LOCAL LEVEL COORDINATION

Standards assist in creating consistent mechanisms and processes that support the accountability of coordinated responses. They are important in clarifying the expectations required of coordinated systems, and the stakeholders involved in coordination efforts.

CORE ELEMENTS	GUIDELINES
<p>3.1 Standards for creating local coordinated response</p>	<ul style="list-style-type: none"> • Participants' agreement on a common understanding of violence against women and girls. • Agreement on primary goals: victim safety, offender accountability, agency accountability. • Role of victims, survivors and their representatives as leaders and/or primary informants to the process without creating a risk to their safety. • Agreement that state institutions and not victims/survivors are responsible for addressing violence. • Basic requirements for formal protocols/MOUs for local coordination, including collaborative relationships, coordination of services. • Roles and responsibilities of agencies and persons involved in coordinated response. • Standards specific to the needs of girls. • Commitment of resources to coordination by participating agencies. • Efficient use of resources by avoiding unnecessary duplication of services. • Participation of all critical parties.⁸ • Role of victims/survivors and their representatives as leaders and/or primary informants to the process without creating a risk to their safety. • Participation by underrepresented or marginalized groups. • Identification of community champions, supporting and strengthening their efforts. • Promotion of community awareness of violence against women and girls and availability of Essential Services.
<p>3.2 Standards for agency accountability for coordination</p>	<ul style="list-style-type: none"> • Use strategies and interventions that are safe, effective and based on best practices. • Define roles of participating agencies. • Conduct internal and external audits to ensure agency accountability in implementing coordination. • Include broad stakeholder involvement. • Identify barriers to safety and services and unmet needs, based on victim/survivor feedback. • Monitor the coordination of responses by the police and justice sector, social service and health care sector. • Follow up on cases to learn outcome and improve responses (including review of fatalities to reduce risk of future homicides). • Create inter-agency tracking system to facilitate information sharing among agencies and follow the progress of a victim/survivor through the system. • Adopt and enforce ethical conduct for staff members and volunteers of participating agencies.
<p>3.3 Systems for the recording and reporting of data</p>	<ul style="list-style-type: none"> • Agree common terminology for all recording and reporting. • Require each agency to maintain data for monitoring and evaluation. • Obtain consent of victims and survivors before recording personally identifiable information (PII). • Protect confidentiality and privacy of victims and survivors when collecting, recording and reporting PII. • Allow access to PII only to individuals and entities with demonstrated need. • Keep PII data secure. • Anonymize data used for monitoring and evaluation purposes.

⁸ Critical parties include victims/survivors and their representatives, and social services, health care sector, legal aid providers, police, prosecutors and judges. They may also include other governmental agencies or civil society organizations, such as child protection agencies and the education sector.

ESSENTIAL ACTION: 4. INCLUSIVE APPROACHES TO COORDINATED RESPONSES

Coordinated responses must ensure that they take into account the diversity of experiences and needs of women and girls experiencing violence in the design and monitoring of coordinated responses and by encouraging their participation in such activities.

CORE ELEMENTS	GUIDELINES
<p>4.1 Mechanisms for participation</p>	<ul style="list-style-type: none"> • Understand how violence against women and girls affects different communities in diverse ways (especially women and girls who suffer multiple forms of discrimination) at all levels of policymaking and coordination. • Develop mapping/inventory models to identify marginalized and vulnerable groups. • Include representation of marginalized and vulnerable groups in all stages of policymaking and coordination (planning, policymaking, implementation, monitoring and evaluation). • Ensure voices of young women and girls are heard with attention to particular vulnerabilities they face. • Tailor strategies aimed at the specific issues experienced by different groups. • Acknowledge and address potential risk of participation by victims/survivors. • Analyze data to identify vulnerabilities of specific groups. • Adopt processes for identifying unintended consequences to ensure accurate assumptions and process development.

ESSENTIAL ACTION: 5. FACILITATE CAPACITY DEVELOPMENT OF POLICYMAKERS AND OTHER DECISION MAKERS ON COORDINATED RESPONSES

Institutions, organizations and their personell will require support and training to ensure effective coordination efforts. Joint or cross sectoral training can be effective in assisting that professionals across different sectors gain a shared understanding of violence against women, and have access to contemporary evidence about effective responses.

CORE ELEMENTS	GUIDELINES
<p>5.1 Capacity development</p>	<ul style="list-style-type: none"> • Provide resources and guidance for organizational and financial stability, program quality and growth. • Provide training for national and regional policymakers on coordinated response to violence against women and girls. • Include or combine capacity building on coordination with other on-going capacity-building initiatives, including across sectors.
<p>5.2 Multi-disciplinary training standards and cross sectoral training</p>	<ul style="list-style-type: none"> • Where feasible, give victim/survivor representatives a leadership role in developing and carrying out training of all systems actors and service providers. • Base training on common understanding of violence against women and girls, common definitions, and how intervention from each sector contributes to enhancing victim/survivor safety. • Teach techniques of effective coordination. • Require training to be regular and ongoing to ensure that new knowledge and best practices are incorporated into responses to violence against women and girls.

ESSENTIAL ACTION: 6. MONITORING AND EVALUATION OF COORDINATION AT NATIONAL AND LOCAL LEVELS

Monitoring and evaluation provide opportunities to understand and learn how coordinated systems are functioning. Sharing the findings of monitoring and evaluation allows coordinated responses to be improved and for stakeholders to participate in and make decisions about improvements.

CORE ELEMENTS	GUIDELINES
6.1 Standards for monitoring and evaluation for national and local levels	<ul style="list-style-type: none"> • Set realistic short, medium and long term goals. • Use qualitative and quantitative indicators of effectiveness of coordination. • Set up systems for measuring achievement of goals. • Include baseline data, where possible, in measurement systems. • Analyse outcomes of coordinated response. • Identify barriers to successful coordination and possible solutions. • Incorporate lessons learned into future policies and practices.
6.2 Sharing and reporting good practice and findings of monitoring and evaluation	<ul style="list-style-type: none"> • Identify best practices and lessons learned. • Identify problems and possible solutions. • Apply information learned from local monitoring and evaluation to inform national agenda.
6.3 Transparency whilst maintaining confidentiality and minimising risk	<ul style="list-style-type: none"> • Make guidelines, standards and policies widely available. • Use lay language in guidelines, standards and policies. • Make guidelines, standards and policies available in all languages used in the community. • Make results of monitoring and evaluation of coordinating process available to the public. • Make findings on impact of coordination on marginalized and vulnerable groups available in a way that is accessible to those groups. • Identify extent of problem in regularly published reports: For example, availability of victim and survivor services, victim/survivor use of services, how perpetrators are held accountable.

3.2

GUIDELINES FOR LOCAL LEVEL COORDINATION AND GOVERNANCE OF COORDINATION OF ESSENTIAL SERVICES

ESSENTIAL ACTION: 1. CREATION OF FORMAL STRUCTURE FOR LOCAL COORDINATION AND GOVERNANCE OF COORDINATION

Formal structures for local coordination and governance of coordination support the participation of local institutions and organizations and enable robust mechanisms that can be understood by, and are accountable to the stakeholders and the community.

CORE ELEMENTS	GUIDELINES
1.1 Standards for coordination	Formal structures must ensure they include standards which: <ul style="list-style-type: none">• Are consistent with international human rights standards.• Take a victim/survivor-centered approach grounded in women and girls' human right to be free from violence.• Include perpetrator accountability.

ESSENTIAL ACTION: 2. IMPLEMENTATION OF COORDINATION AND GOVERNANCE OF COORDINATION

Effective implementation of local level coordination and governance of coordination should be guided by an action plan that is aligned with national level strategy and developed via consultative processes. Agreements and standard operating procedures that are shared amongst participating organizations and accessible to communities will support the effective functioning of local coordination effort.

CORE ELEMENTS	GUIDELINES
2.1 Action plan	Local level action plans should: <ul style="list-style-type: none">• Comply with laws and policies and align with national strategy and standards on coordination and governance of coordination.• Identify local needs and gaps.• Be developed using consultative process in which key stakeholders, especially victims/survivors and their representatives.• Identify priorities.• Define specific activities to be carried out – including timelines, individual agency responsibilities, necessary resources, and indicators for measuring progress.• Identify possible resources and undertake efforts to obtain them.• Create linkages to other local responses to violence against women and girls.• Inform all relevant stakeholders that have not been involved in the development of the action plan.

<p>2.2 Agreements for agency membership and participation in coordination mechanisms</p>	<ul style="list-style-type: none"> • Develop mission and vision of the coordination mechanism on common understanding of violence against women and girls. • Identify composition of the coordination mechanism (including representatives of justice, social services and health care sectors and civil society including marginalized groups and other relevant parties). • Require that agency representatives have decision making authority for their agencies. • Define roles and responsibilities of representatives. • Define chairing arrangements and terms of office. • Establish meeting schedule. • Create decision making process. • Adopt accountability and complaint resolution process. • Create review process for functioning of the coordination mechanism, including timeframes for completion of work. • Create group rules (for example, confidentiality). • Commit to share information with specifically identified relevant stakeholders.
<p>2.3 Case management/ case review process</p>	<ul style="list-style-type: none"> • Prioritize victim/survivor safety over preservation of the family or other goals. • Empower victim and survivor participation through informed choices (for example, right to decide what services to access, whether to participate in justice process). • Provide accessible services to victims/survivors taking into account geographic accessibility, affordability, availability of providers, understandable information, etc. • Ensure ongoing risk assessment and safety planning. • Agree on response to heightened risk. • Ensure the creation of processes that recognize the needs of children who are victims of violence, directly or as a result of violence toward a parent. • Ensure service providers are trained and skilled. • Provide opportunities for cross-sector training. • Ensure a swift and appropriate response to violence by services and violation of court orders.
<p>2.4 Standard operating procedures for coordination mechanisms</p>	<ul style="list-style-type: none"> • Map local service providers. • Create a common understanding and principles of service delivery among providers. • Create a protocol for referrals and interactions among service providers. • Carry out training across sectors according to agreed standards. • Develop linkages with third parties (for example, schools). • Practice transparency subject to confidentiality requirements.
<p>2.5 Community awareness of violence against women and girls</p>	<ul style="list-style-type: none"> • Ensure that community awareness activities are conducted (for example, television and radio public service announcements, social media messages, billboards, publication of reports).
<p>2.6 Monitoring and evaluation</p>	<ul style="list-style-type: none"> • Identify purpose, scope, and timeline for monitoring and evaluation. • Focus monitoring and evaluation on the functioning of coordinated response to violence against women and girls. • Align with national monitoring and evaluation framework. • Identify baselines and indicators for measuring progress. • Require agencies to collect and share agreed data. • Develop capacity and resources for monitoring and evaluation. • Include victims/survivors in monitoring and evaluation process. • Track funding. • Report monitoring and evaluation findings to national or regional oversight body. • Comply with reporting requirements of high level entity.

CHAPTER 4.

TOOLS AND RESOURCES

Multi-Sectoral Programme on Violence Against Women is being implemented jointly by the Government of Bangladesh and Government of Denmark under the Ministry of Women and Children Affairs. <http://www.mspvaw.gov.bd>

The “Duluth Model” is an ever evolving way of thinking about how a community works together to end domestic violence. The Duluth Model. Since the early 1980s, Duluth—a small community in northern Minnesota—has been an innovator of ways to hold batterers accountable and keep victims safe. <http://www.theduluthmodel.org>

National Policy Framework Management Of Sexual Offence Matters, Department of Justice and Constitutional Development, Pretoria, South Africa. <http://www.justice.gov.za/vg/sxo/2012-draftNPF.pdf>

Programming Module on Coordinated Responses (forthcoming) - Virtual Knowledge Centre to End Violence Against Women and Girls, www.endevawnow.org (available January 2016)

