



TRAINING MANUAL FOR IMPROVING QUALITY SERVICES FOR VICTIMS OF DOMESTIC VIOLENCE

DAPHNE PROJECT 2006

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DEVELOPED WITHIN THE DAPHNE PROJECT
"IMPROVE - QUALITY SERVICES FOR VICTIMS
OF DOMESTIC VIOLENCE";
BASED ON WAVE MANUAL "AWAY FROM
VIOLENCE . GUIDELINES FOR RUNNING AND
SETTING UP A WOMEN'S REFUGE"

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Violence against women, including domestic violence is still of major concern as a problem in all EU member states, as well as worldwide. According to international treaties and documents, violence against women, whether committed in the public or so-called private sphere, represents a human rights violation and a form of discrimination that seriously inhibits women's ability to enjoy rights and freedoms on a basis of equality with men (United Nations 1992, 1993).

Domestic violence is one form of violence that women experience in societies with patriarchal structures and it predominantly affects women. According to the United Nations Beijing Platform for Action, the term "violence against women" 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 private life" (United Nations 1996:73f.).

The United Nations CEDAW Committee includes in its definition of discrimination "gender-based violence, that is, violence that is directed against a woman because she is a woman, or violence that affects women disproportionately" (United Nations 1992: para 6). The root causes of violence against women lie in the "historically unequal power relations between men and women, which have led to domination over and discrimination against women by men, and to the prevention of women's full advancement." (United Nations 1996:75).

Secondary data analyses support an estimate that about 12% to 15% of all women have been in a relationship of domestic abuse after the age of 16. Rates of physical and sexual violence by former partners after separation are substantially higher, indicating that the protection of women is not secured when they end an abusive relationship (Council of Europe 2006:8). This means that in the European Union member states with an estimated population of 500 million,¹ about 60 million women are or were suffering violence by a partner in a relationship! Children are always affected by violence against their mothers, either directly or indirectly by witnessing the violence and its consequences.

Under general international law and specific human rights treaties, states are responsible for private acts of violence (United Nations 1992) and they "have an obligation to exercise due diligence to prevent, investigate and punish acts of violence, whether those acts are perpetrated by the state or private persons, and provide protection to victims" (Council of Europe 2002:para II). This means that women victims of violence and their children have a right to effective protection and support and that states have to provide the necessary means to guarantee these rights. The Beijing platform for action states that governments should "provide well-funded shelters and relief support for girls and women subjected to violence, as well as medical, psychological and other counselling services and free or low-cost legal aid, where it is needed, as well as appropriate assistance to enable them to find a means of subsistence" (United Nations 1996: para125a).

¹ See Eurostat: <http://epp.eurostat.ec.europa.eu/>

The situation regarding services for women victims of violence

Since the 1970's, services for women and children such as women's refuges, helplines and crisis centers have been founded in Europe, predominantly by women's NGOs. Still, in none of the EU member states is the service network available to the victims sufficiently comprehensive and extensive. The situation is especially precarious in newer EU member states, where women's refuges are non-existent or too few¹. But services for women victims of violence are also lacking in other countries of the EU and wider Europe, with the consequence that women are often unable to leave a violent husband because there is no alternative available to them.

According to a study conducted on behalf of the Council of Europe, the situation is of great concern in many countries (Council of Europe 2007). In a questionnaire answered by 40 member states, only eight countries indicate to fulfil the minimum standard of providing one shelter place per 10.000 inhabitants to women victims of violence². Ten countries provide about half of the minimum places needed and eight countries less than half. The situation is of particular concern in seven countries providing only very few places that are clearly not enough to guarantee safety to women victims of violence and their children.³ Also the range and quality of services varies considerably in different regions and often specialised women's shelters are often missing. In Slovakia, for example, according to the Council of Europe Study, only three out of the 31 shelters are reserved for women victims of domestic violence.

A lot has been done in Europe in the past decades to tackle the problem of violence against women, but there is still a long way to go! Women victims of violence and their children need and have a right to the best support and protection from violence. This is not only a human right, but also a social and economic necessity, since violence against women and children causes a lot of harm and costs to our societies (see Walby 2004; World Health Organisation 2004).

By setting and implementing quality standards, the manual aims at supporting the development of quality services and the improvement of existing services in Europe to ensure effective and empowering support to women victims of violence and their children.

Terminology

This manual uses different terms for women and children experiencing violence. The term "survivor" indicates that women and children are not "passive" victims but active in trying to stop violence and seeking help. The term "victims" is also used in order to recognize that violence is a crime and that affected women and children have the right to be acknowledged as victims and the right to protection and justice. Furthermore, we use the terms "client" or "service user" to emphasise that in all attempts to provide quality services, the service users are at the centre of our concerns and their needs and requests form the basis of our efforts.

We mainly use the term "women's refuge" for safe houses for women and their children as in the manual "Away from Violence", but also the term women's shelter (i.e. American English) which is now widely used in European countries as well. By women's refuge or women's shelter we mean specific services providing shelter, advocacy and support for women survivors of violence and their children.

The terms "trainer" and "facilitator" are used synonymously throughout the manual. Further we use the term "service providers" for government officials and policy makers responsible for the provision of services to women victims of violence and their children and the term "service operators" for organisations, usually women's NGOs, running services.

¹ See CEDAW decision A.T versus Hungary: <http://www.un.org/womenwatch/daw/cedaw/protocol/dec-views.htm>

² Luxembourg, Lichtenstein, Slovakia, Malta, Netherlands, Czech Republic, Spain; in Slovakia out of 31 shelters only three are reserved for women victims of violence

³ Cyprus, Hungary, The former Yugoslav Republic of Macedonia, Georgia, Bulgaria, Greece).

The Daphne project IMPROVE

This manual was compiled within the EU DAPHNE project IMPROVE and serves as training tool to establish and improve services for women victims of domestic violence and their children.

"IMPROVE- quality services for victims of domestic violence" was a one year Daphne project from February 2007 to February 2008. The following twelve partner organizations and three associate partners took part in the project: Association of the Viennese Shelters (Austria), Association of the Shelters in Styria (Austria), Apanemi LTD (Cyprus), Women's Shelter Tartu (Estonia), Frauenhaus Initiative Rhein-Erftkreis.e.V (Germany), NANE Women's Right Association (Hungary), Casa della donna per non subire violenza (Italy), Vilnius Women's House (Lithuania), Women's Right Centre (Poland), Associacao de Mulheres Contra a Violencia (Portugal), Fenestra Interest Association of Women (Slovakia), Association SOS Help-Line for Women and Children (Slovenia), Union of women's organizations of the Republic of Macedonia (Macedonia), ARTEMIS (Romania), Purple roof Women's Shelter Foundation (Turkey). The WAVE office in Vienna coordinated the project.

The project, aimed to improve quality services for women and children affected by violence, also included establishing and organizing of women's shelters. Women's shelters, important institutions in the fight against domestic violence, should work according to certain quality standards (e.g. protection, security, empowerment etc.). In many European countries women's shelters are still missing and/or there are not sufficient safe places for women and children affected by violence. In 2004 WAVE, together with experts from different EU countries, developed a manual for setting-up and running women's shelters, presenting and explaining the most important quality standards (see Chapter 2, page 4). The project IMPROVE is the follow-up of this project and aims to disseminate the results of the manual and quality standards Europe-wide by implementing the steps mentioned below.

IMPROVE project activities:

- During IMPROVE the manual "Away from Violence - Guidelines for running and setting up a women's refuge" was translated into six languages: Polish, Greek, Slovenian, Slovakian, Romanian and Estonian;
- All 16 language versions of the manual "Away from violence" (Estonian, Greek, Polish, Romanian, Slovakian, Slovenian, English, Finnish, German, Italian, Portuguese, Czech, Hungarian, Lithuanian, Serbo-Croatian, Turkish) are published on a CD and available for free download on the WAVE website: www.wave-network.org and it can be adapted by: office@wave-network.org;
- This training manual for running and setting up a women's refuge was developed and is available on the WAVE website www.wave-network.org (The Manual see Chapter 2);
- Two training seminars for women's NGOs and policy makers were held in Vienna in June and September 2007;
- IMPROVE project partners organized training seminars based on this manual. Training seminars were held in eight countries.

WAVE thanks the European Commission for supporting this project within the framework of the DAPHNEII initiative.



IMPROVE training concept aims to contribute to the establishment and improvement of quality services for women and children survivors of domestic violence. It serves as tool for experts providing training for different target groups.

The training manual is based on the WAVE manual "Away from Violence. Guidelines for Setting up and Running a Women's Refuge" and provides training modules and methods in all areas covered by the manual. The manual "Away from Violence" serves as basis for the IMPROVE training manual, providing the main contents of the training. The two manuals are to be used together and facilitators should be familiar with the content of the manual "Away from Violence". The main aim of the training is to make it familiar to participants . Each participant should get a copy of the manual "Away from Violence".

History and content of the manual "Away from Violence"

The manual is the result of a DAPHNE project concluded in 2004. Experts and refuge workers from eight countries with many years of service experience in the field of domestic violence have pooled together their practical and theoretical knowledge to make up the consistent, practice-oriented approach which the manual elucidates. Setting up a refuge entails finding answers to innumerable questions, such as: What security precautions need to be taken? Which facilities are needed to provide counselling or a play area for children? How do you publicise the availability of a women's refuge when its address has to be kept confidential?

Over and above providing answers to practical questions relating to setting up a women's refuge, the project's implementing organisation, Women Against Violence Europe (WAVE), and the project partners (Sirkka Perttu from the Finnish Women's Line, Angela Romanin and Elisa Marchiani from Casa delle Donne per non subire a violenza Bologna, Patricia Lopes from AMCV Portugal, Elke Griemens from Frauenhaus Erftkreis, Sandra Messner from the 3. Wiener Frauenhaus, Sevaste Chatzifotiou from the TEI of Crete / Department of Social Work, Judit Herman from Nane in Budapest, and Anamaria Simon from Artemis Romania) set out to define quality standards for refuges.

Given the widely divergent situation in women's refuges from one European country to another, publishing a joint manual on setting up and running a refuge is an attempt to help improve standards and to initiate a process of harmonisation as a means to enhance quality.

Manual Contents

- Introduction;
- Theoretical background;
- Objectives and principles of a women's refuge;
- Founding and funding a women's refuge;
- Services for women and children;
- Management, personnel and financial administration;
- Safety and security measures;
- Community life in the refuge;
- Public relations and awareness-raising;
- Networking and co-operation;
- Quality management, documentation and evaluation;
- Additional social needs, recommendations;
- Literature;
- Appendix 1: international documents;
- Appendix 2: safety planning.

IMPROVE manual follows the structure of the manual "Away from Violence".

Qualification of trainers

Trainings based on IMPROVE and "Away from Violence" manuals should be carried out by skilled trainers with long term experience in running and managing services for women and children survivors of domestic violence, with experience in conducting seminars and trainings. Ideally they should have participated in a WAVE train the trainer seminar.¹ The manual "Away from Violence" covers many areas relevant to running a service from international obligations to awareness raising, to counselling and management skills. It is unlikely that trainers are experienced in all areas. Therefore trainings should be carried out by a team of trainers covering all areas. Specialists from different fields, such as international law, management or public relations work could be invited for their expertise.

Planning and designing training seminars

IMPROVE manual does not provide "recipes" for training, but rather "ingredients" that can be used by training experts to compose training seminars, workshops or information sessions varying in focus, length and aims. In order to be effective, trainings should be tailor-made according to the needs of the target groups. We recommend a maximum of 20 participants for each training seminar.

Steps for planning and conducting training seminars:

1. Identify the target group(s) and contact the responsible people for training;
2. Identify the training needs of the target group (content, length, aims) and based on that;
3. Develop aims and content of the training (tailor-made training concept);
4. Present the concept to the responsible person;
5. Draw up a contract for the training (time, costs, material provided, training venue, technical equipment needed,..);
6. Conduct the training,
7. Evaluate the training (participant feedback);
8. Report back to the contractors about the results of the evaluation.

¹ WAVE is striving to organize train the trainer seminars on request; contact the WAVE office if you are interested in participating in a train the trainer seminar : office@wave-network.org

Target groups

The improvement of service provision and establishment of quality standards does not only concern service operators such as women's NGOs, but also state actors and agencies responsible for providing protection and support to victims of violence. A co-ordinated and comprehensive network of services should be provided and governments should ensure that "all measures are co-ordinated nation-wide and focused on the needs of the victims and that relevant state institutions as well as non-governmental organisations (NGOs) be associated with the elaboration and the implementation of the necessary measures" (Council of Europe 2002:para 3).

The training should thus encourage government actors to work in close co-operation and partnership with women's NGOs, which is not only a democratic principle but also a necessity for achieving success in the prevention of violence against women. Research on the role of feminist women's NGOs and trans-national networks provides evidence for the importance of such civil society initiatives, showing that states with numerous politically active women's NGOs are more successful in implementing policies to prevent violence against women than states with few women's NGOs (Johnson/Brunell 2006).

Main target groups for IMPROVE training are:

- Target groups responsible for providing and funding services (policy makers, (senior) officials, (senior) civil servants...);
- Target groups planning to found and run new services (initiatives and NGOs planning to found a women's refuge, a helpline or crisis centre for women survivors of violence and their children);
- Target groups running services for women who want to improve their services and/or provide training for (new) staff, board members, volunteers or others.

Within these three target groups, further differentiation may be necessary depending on the aims and objectives of the training. For instance, if the aim of the training is to improve the management of a women's shelter, the target group will be staff responsible for management tasks and the training would contain respective modules.

"Mixing" target groups and organising, for instance, a seminar for policy makers together with staff from a women's service or initiative can bear fruitful results. The aim of such a seminar would be to develop a common understanding of the problem and to prepare a basis for cooperation.

Contents and methods

IMPROVE manual contains different topics which usually start with a short description of the objectives and *ground to cover*. It is then structured in different training modules containing means and methods for working on the respective issues. Methods developed for this manual are aimed at active participation; Group works, role plays, discussions and other interactive methods are used to facilitate active learning rather than passive consuming.

Such methods are more appropriate for working with adult participants than lecturing and are aimed at valuing and including knowledge, experiences and skills of participants. Participants should be actively encouraged by trainers during the preparation phase to bring material from their practice (for instance, written funding agreements, budget plans, shelter guidelines, folders etc.) that can serve as examples for group work and development of good quality standards. Of course, this material should be anonymous and should not contain any sensitive personal or organisational data.

Modules not only contain methods and exercises but also information about the time needed for working on a specific issue. The part on notes for trainers provides additional instructions for facilitation.

Finally, the section Handouts lists information and material for trainers that can be found in the appendix of the manual. Handouts cover different areas: overviews on chapters from the manual "Away from Violence" serve as orientation, summaries of chapters, description of exercises, compilation of additional and new information that cannot be found in the manual "Away from Violence" and practical guidelines. Many of the handouts can also be used as information for participants and can be copied and distributed. Handouts describing exercises assist participants in carrying out their work during the training.

It is important to note that at the moment this manual is available in English only and language barriers are likely to arise in using the manual. Thus adaptation is needed: it is important to translate basic information into the respective languages. Further, additional, country specific information should be provided, such as statistics or guidelines. Case studies should be created by trainers and relate to the regional and local conditions.

Suggestions for training programmes

a) Training for service operators

Staff members of women's refuges or projects to run a women's refuge should, in addition to their professional training, have at least ten days of training on how to provide good quality services to women and children victims of domestic violence. Training should be tailored to the needs and work tasks of staff members, i.e. staff members who work mainly with children need more training in that area, but the entire staff should have basic training in all areas in order to be familiar with the basic principles and goals.

Training should ideally start before staff members take up work and should continue and be repeated later. The basic training does not need to take place all at once, but can be realised over a period of several weeks.

Programme outline for ten days of basic training:

1. Understanding the problem - theoretical background to violence against women;
2. International obligations to prevent violence against women;
3. Goals and principles of a women's refuge - target groups;
4. Founding and funding a women's refuge;
5. Services for women and children;
6. Management, personnel and financial administration;
7. Safety and security measures;
8. Community life in the refuge;
9. Public relations and awareness-raising, networking and co-operation;
10. Quality management, documentation and evaluation.

The numbers do not represent a specific order. Training modules can and should be composed according to the training needs of participants:

b) Training for service providers (policy makers, civil servants)

Policy makers and government officials responsible for service provision are often very interested in knowing more about the issue of violence against women but are overburdened with work and do not have time to attend trainings lasting several days.

Thus it is realistic and advisable to design specific training or information days after consulting the respective target group.

A training or information day for service providers should address the following issues:

1. Understanding the problem - theoretical background to violence against women;
2. International obligations to prevent violence against women;
3. Needs of survivors, principles of good quality services;
4. Safety and security measures;
5. Funding needs and co-operation.



Important principles for action to prevent violence ¹

One's approach and personal attitudes to a problem are key factors in one's ability to pass on knowledge and skills related to it. Trainers therefore need to subject their own basic point of view on the subject of violence against women to a critical reappraisal. An unequivocal stance on violence against women and children and against violence in any other form is a basic requirement for eligibility to run training courses. The following section details important principles which make up the foundations for involvement in training courses. It is important that both the trainers and the participants consider these principles carefully.

Protection and safety

Every woman has the right to the integrity of her person, freedom and security and to a life without any form of violence or fear of violence. The primary objective of interventions must be to safeguard the immediate and lasting security of women and their children.

Responsibility

No woman ever "deserves" to be subjected to violent acts, and there can never be any justification for such acts. An act of violence committed against a woman is an offence punishable by law and must be dealt with as such. An act of violence is never susceptible to justification, and the responsibility for it always lies with the person who commits it. Violent men must bear the consequences of their actions. Approaches to counselling or therapy which tend to exonerate the perpetrators, play down the seriousness of their offences or relieve them of responsibility are not helpful in any attempt to prevent the occurrence of violence.

Empowerment

Intervention is supposed to strengthen and support battered women and their children. This support is intended to help them to build a new life which they determine for themselves.

Accountability

As members of society, we all bear responsibility for eliminating violence against women. This violence will end only when society stops tolerating violence.

Methods and teaching aids

To conduct training requires various skills and teachings aids designed to enable the trainer to adapt and expand the topics in a variety of ways. The most important methods are summarised and explained on the following pages.

¹ Adapted from WAVE-Network (Women against Violence Europe) (2002): WAVE Training Program on combating violence against women. Sensitisation and Training of Professional on Violence Against Women, pp. 16-34.

Listening

One of the most important qualities required of trainers and participants is the ability to listen. A good listener will always be attentive and will allow others to finish what they have to say without interrupting.

Brainstorming

Brainstorming has proved a creative and stimulating approach to opening up the consideration of a particular topic. The participants are invited to call out their responses to a given concept or question, and the trainer writes these on the blackboard or flip chart. Only afterwards will the group start its discussion or analysis, its critical appraisal, structuring and so on.

Discussion

Discussion is an appropriate method for critically reviewing a given topic. The facilitator's job here is to initiate the discussion among the participants and to ensure that they do not lose sight of the subject at hand and the starting-point of the discussion. There has to be room for the presentation of opposing views and the facilitator's task is to ensure that this takes place in a fair manner. Principle positions, such as that there is no excuse for violence, should not be a subject of discussion.

Group work

Dividing the participants into small groups is a useful way of dealing with individual issues in detail and of providing scope for the largest possible number of participants to contribute to the discussions. The size of groups will depend on the aims of the group work and the nature of the ground to be covered. Be sure to define the objectives for group work clearly. Supplement verbal instructions with visualisations. You might, for instance, write the topic, ground to cover, issues, size of the group and time schedule on the flip chart. The trainer should help course participants with their group work by asking how they are doing and, about five minutes before the end of allotted time, pointing out how long there is to go. There should be no more than 4-6 participants in each working group.

Role plays

Role plays afford the opportunity to explore and consider various courses of action within a protected environment ("safe space") and thus to gain a better understanding of the predicament and needs of women survivors of violence. In the course of a role play participants enact a given scene. They are given a brief verbal or written description of the part they are to play, with their roles outlined in greater or lesser detail as appropriate. There are various ways of allocating roles: ideally, participants should volunteer for the roles; or the trainer assigns them in a sensitive and encouraging way. The role play can take place either in a small group or in pairs or in the whole group. Participants without a role should participate as observers and should also be encouraged to help facilitate the role play. Personal confrontation with an issue can be tough, so that ensuing discussion and reflection is especially important. Reflections of role plays involving people affected by violence should always begin with the role of the survivor including children, the perpetrator, and then that of the professional(s), followed by observers and the trainer. The trainer's task is to plan and structure the reflection so that it can be conducted with the necessary thoroughness to maximise the insights gained.

Exiting from the role: It is very important for the trainer to help the role players slip back out of their roles. The trainer should make it adequately clear that the role and the person playing it have nothing to do with each other. In this way it is possible to avoid remarks made on the enacted situation being applied to the participants acting the roles. The exit phase takes place either before or after the discussion:

- a) Exit before the discussion (straight after the role play): In this case there is a short break after the role play to emphasise the point that both the game and the roles have finished. During the discussion, the participants who played roles speak about them not in the first but in the third person ("Mrs Smith was afraid ...").

b) Exit after the discussion: During the discussion the participants who played roles speak as if they were still acting ("I was afraid ..."). The exit phase occurs at the end of the discussion, as in a) above.

Whenever possible, role plays should be carried out in the language of the country concerned, because foreign languages can be an obstacle to free and spontaneous enactment. Because role plays generally refer to the specific circumstances prevailing locally or regionally and to people with a specific background, trainers should create or adapt settings used in the role play.

Case studies

As a teaching aid, case studies are helpful in, for instance, working on possible solutions to problems or in examining the feelings of the people involved in the case described. Case studies should be presented to the participants in written form. Whenever you use a "real-life" case, it is essential to alter or delete the characters' personalia (name, domicile etc.) to protect their anonymity. The manual leaves it largely up to trainers to compile case studies from their own professional experience in the participants' language, because prevailing circumstances vary from country to country.

Theoretical information - visualisation

Trainers and invited experts for special areas contribute theoretical knowledge and information on a given subject. It is also advisable to provide the information in form of written material, because participants can concentrate only on a limited amount of spoken information and will retain only a fraction of it for any length of time. Handouts in the manual are designed to provide background information for the trainer and should also be translated, if necessary, and distributed to the participants.

It is advisable to present knowledge and information in visual terms. The trainer can write key points, statistics or other information on a poster or use a power-point presentation. This will help participants to commit information to memory and retain it.

Audiovisual teaching aids

The use of audiovisual teaching aids such as videos/DVDs can add an element of authenticity to the treatment of the topic of violence against women. However, the trainer should carefully consider the benefits and drawbacks of audiovisual teaching aids. It is important to ensure, for example, that characters shown on video represent a typical cross-section of real-life people involved. Images on a screen transmit a number of messages, and those watching them will not always be aware of all of them.

Feedback

In this case, feedback means that participants and trainers capture in few words what impression a situation, a certain statement or an incident made on them. It is important to ensure that they do not try to classify other people's behaviour but simply portray their own responses and impressions. The main point is to verbalise one's own state of mind in the given situation (for example by saying: "I didn't feel that people were taking me seriously").

Preparations for trainers

a) Preparing the material

Trainers need to study the content of IMPROVE and "Away from Violence" manual carefully and also consult indicated and additional literature. It is important to make sure that the information passed on is up-to-date. It should be discussed with the contractors which aspects of the subject are to be dealt with and how much time is available. From that information the programme, including timetable, should be developed and distributed to the contractors and potential participants.

On-site preparations and the running of the training course: Constructive co-operation between the trainer and the participants also depends on an agreeable environment.

Room: Should be quiet, comfortable and inviting, a pleasant ambient temperature, adequate space for group work.

Venue: In general it is not a good idea to use the participants' place of work since this diverts attention from the training; it should be suitable for disabled people.

Equipment: Comfortable chairs, extra table for information material, hot and/or cold beverages.

Teaching aids: All necessary teaching aids should be installed and checked in advance (lap-top and beamer, flip chart, video/DVD recorder etc.). Writing utensils should be prepared for the participants.

Agreements: Before the training course begins the trainer should reach agreement with the participants on certain points. Although suggested by the trainer, these points can be amended or supplemented.

The major points include:

- Confidentiality: Personal experiences which come up in the course of the training are treated as confidential information.
- Individual responsibility: Each participant is responsible for the quality of her/his work during the course.
- Respect: Respect and esteem for each other means letting others finish what they are saying, being careful with one's own formulations (feminist terminology, avoidance of sexist language or other harassments).

Timetable: The participants may find it helpful to be able to "see" the structure and timetable of the course. To meet this need, sheets showing the duration of the various training units, breaks etc. should be distributed or this information should be written on a flip chart.

Training units: It is advisable to schedule a longer break (20-30 minutes) after about one-and-a-half or two hours. Given the demanding nature of the material, this is necessary to avoid signs of exhaustion. Breaks are also a good opportunity for informal networking, and thus an additional benefit. It is advisable to take lunches together, either on site or in a reserved restaurant near the training site, in order to facilitate informal co-operation and also to keep to the time schedule.

Suggestions for a possible time table for one training day

09:00 - 10:30: Module 1
30 minutes break
11.00 - 12:30: Module 2
60 minutes lunch break
13:30 - 15:00: Module 3
30 minutes break
15:30 - 17:00: Module 4

b) Evaluation

At the end of the training course, it is advisable to go through the following steps, which are intended to maximise the benefit from your newly acquired experience in adapting and supplementing the material for future training courses.

It is necessary to leave enough time at the end for participants to offer their feedback in verbal and/or written form. If the feedback is in written form, participants should be asked to complete it anonymously.

The responses are useful to reflect on the results and to incorporate findings into future trainings.

The institution for whom the training course has been organised should also receive feedback (verbal or written). This feedback should not contain anything personal about participants and should be confidential concerning their contributions. Exception to this rule should only be made in cases of serious concern about a participant's performance that could affect the safety and support of victims of violence.

It is also helpful to hold regular *follow-up meetings* with the contactor there to evaluate the results in practice. Such follow-up meetings make a valuable contribution to the planning, optimisation and expansion of future training courses and help to bring one's own training objectives into line with the needs of services operators and their clients.

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TOPIC 1

UNDERSTANDING THE PROBLEM - THEORETICAL BACKGROUND TO VIOLENCE AGAINST WOMEN

OVERVIEW OF TRAINING MODULES

**time
needed**

Module 1	Basic understanding of the problem violence against women and their children.	90 min
Module 2	Self-reflection "My own experience with violence".	90 min
Module 3	Reflection "Violence in my family - what to do?"	90 min
Module 4	Services available and services needed.	90 min

Objectives

This topic should be integrated into every training or information session and should be adapted according to the needs of the respective target group. Objectives of this topic are to provide a basic understanding of the problem to target groups who are not yet familiar with it, as well as to deepen the understanding of those who work or are about to start work in services such as women's shelters, helplines or services supporting victims/survivors of domestic violence.

In order to provide sensitive and helpful support to survivors of violence, it is necessary to reflect on our own experiences of violence and to be aware that many people, especially women, might have experienced violence in the family or an intimate relationship. Therefore this module should also include the objective of reflecting one's own experience - which naturally has to be done in a cautious and sensitive way. This self-reflection is especially important for training participants who work, or are about to work in a service for survivors of violence.

The topic "Understanding the Problem" can be imparted in one module of about 2 hours in order to give an overview and basic understanding, or it can be dealt with in several sessions (3-4 modules) in order to raise awareness and reach more in-depth knowledge.

MODULE 1

BASIC UNDERSTANDING OF THE PROBLEM: VIOLENCE AGAINST WOMEN AND THEIR CHILDREN

Ground to cover	This module aims at conveying a basic understanding of the problem. Target groups might be policy makers, head officials, civil servants and others who are occupied with the problem but do not necessarily need in-depth knowledge. It should cover the issues raised in chapter 2 of the manual "Away from Violence" such as: causes of violence against women, violence against women as human rights violation, facts and figures, forms, patterns and impact of violence on women, violence as trauma, living in captivity/the Stockholm Syndrome, migrant women and violence, the impact of violence against women on children and principles of empowerment.
Method	"In-put by facilitator", short film/video, case study.
Time	90 minutes.
Notes for trainers	The trainer presents a short film, case study or statistic to start a discussion on the issue of violence against women. After the discussion the trainer provides basic information about the issue.
Material	<ul style="list-style-type: none"> - Manual "Away from Violence" Chapter 2, theoretical background - parts on impact of Violence, violence as trauma, Stockholm Syndrome, impacts of violence. - Country specific information and statistics provided by local trainers.
Handouts	<ul style="list-style-type: none"> - Handout 01: Table of Contents, understanding the problem - theoretical background to violence against women. - Handout 20: Facts and figures on violence against women.

MODULE 2

SELF-REFLECTION: "MY OWN EXPERIENCE WITH VIOLENCE"

Ground to cover	In order to provide sensitive and helpful support to survivors of violence, it is necessary to reflect on our own experiences of violence and to be aware that many people, especially women, might have experienced violence in the family or an intimate relationship.
Method	"My own experience with violence", exercise in pairs, reflection in the whole group.
Time	Exercise in pairs (30 minutes); Reflection in the whole group, plus summary and in-put by trainer (60 minutes), Total: 90 minutes.
Notes for trainers	<p>The facilitator asks the participants to find a partner and then to recall a situation in which they have experienced violence or witnessed violence. It should not be defined in advance what is meant by violence, but left to the participants to do so. The facilitator should start by saying, "Just close your eyes and try to remember a situation in which you witnessed or experienced violence and see what comes to your mind." It is very likely that most or all participants will remember at least one incident. It is necessary for the facilitator to be very careful because painful memories or unresolved incidents might surface. Therefore it is important to tell the participants to be attentive to their own needs and to check if they want to share their experience with others, i.e. if they to want communicate their memory only to their partner and not in the big group or not at all in this setting. They should also be encouraged to get support, if they realise that the experience is still affecting them.</p> <p>The participants should - if they choose to do so - relate the incident that came to their mind to the partner and vice versa. Thus one is telling the story and one is listening and supporting the self reflection by asking open, non-judgemental questions.</p>

MODULE 2 SELF-REFLECTION - "MY OWN EXPERIENCE WITH VIOLENCE"

Closing	<p>The listening partner should support the telling partner to end the reflection by:</p> <ul style="list-style-type: none"> ▪ thanking her/him that she/he had shared the story; ▪ supporting to decide if he/she wanted to share the story with the whole group or not and - if yes - which parts he/she would like to tell; ▪ encouraging her/him to get further support if the incident is still upsetting and by - asking what she/he would need before continuing - a glass of water, a short walk around the block, etc.; <p>Such methods are important in order to "get out" of the story again, to regain some distance and to look at it as something that is over.</p>
Material	<p>- Manual "Away from Violence" Chapter 2, theoretical background - parts on Impact of Violence, violence as trauma, Stockholm Syndrome, Impacts of Violence.</p>
Handouts	<ul style="list-style-type: none"> - Handout 01: Table of Contents, understanding the problem - theoretical background to violence against women. - Handout 12: Exercise "My own experience with violence". - Handout 21: Forms and patterns of violence against women.

MODULE 3

**REFLECTION:
"VIOLENCE IN MY FAMILY - WHAT TO DO?"**

Ground to cover	In order to provide sensitive and helpful support to survivors of violence, it is necessary to reflect on our own experiences of violence and to be aware that many people, especially women, might have experienced violence in the family or an intimate relationship.
Method	"Violence in my family - What to do?" ¹ Exercise in group work.
Time	Group work and reflection (45 minutes); Reflection and discussion in the whole group (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The facilitator asks the participants to form small groups (4-5) and to imagine a situation of violence happening in their own family. The facilitator should also address the possibility that this might be reality, since violence in the family is widespread and anyone everybody could be affected. The facilitator should encourage the participants to take care of their own needs in such a case and to decide if they feel comfortable talking about it or not. Participants are asked to reflect upon the following story (or another story provided by the trainer):</p> <p>You are living in a small town somewhere in Europe. Your sister and her family live nearby. Unfortunately, your sister's marriage is not going well and her husband abuses her. She is ashamed to talk about it, but everyone in the family knows. Her husband, your brother-in-law, is a member of the fire brigade in your municipality and everybody knows him. On one occasion, there is an especially grave incident in which your brother-in-law abuses your sister so badly that their 13-year-old son calls the police. The police evict your brother-in-law from the dwelling, his crime is reported and legal proceedings are started against him. Your sister is frightened about the consequences and wants to stop the legal proceedings.</p> <p>After the group work the facilitator asks the participants to share their experiences and to determine what would be helpful in such a situation, for the sister but also for the other family members. The results should then be visualised on a flip-chart.</p>

¹ From: WAVE Manual Bridging Gaps (2006).

MODULE 3

REFLECTION: "VIOLENCE IN MY FAMILY - WHAT TO DO?"

Material	<ul style="list-style-type: none"> - Manual "Away from Violence" Table of Contents, Chapter 2, Theoretical background - parts on Impact of Violence, violence as trauma, Stockholm Syndrome, Impacts of Violence.
Handouts	<ul style="list-style-type: none"> - Handout 01: Table of Contents, understanding the problem - theoretical background to violence against women. - Handout 13: Exercise "Violence in my family - What to do?" - Handout 22: "Reasons: Why doesn't the victim leave her violent partner?"

MODULE 4

SERVICES AVAILABLE AND SERVICES NEEDED

Ground to cover	The participant should be made aware of the services and measures needed in order to provide adequate protection and support to women victims of violence and their children. Further they should learn about the services and measures that exist in their country and discuss existing gaps. Target groups of this exercise are experts from women's organisations or initiatives, as well as policy makers or civil servants. The following exercise can be especially fruitful if participants from both areas, service provision and service operation, are present.
Method	"What services are needed to support survivors of DV"? Exercise in group work.
Time	Group work (30 minutes); Presentation of group work and discussion (60 minutes); Total: 90 minutes.
Notes for trainers	Participants are asked to form two groups. One group discusses the different interventions and services they might need as survivors/victims of violence in different contexts: from an acute situation of violence to ending the violent relationship and starting an independent life (police support, women's shelter, housing programmes etc). Further they are encouraged to think about and discuss the quality different services should provide. The other group discusses the interventions and services available in their country. Both groups write the results of the discussion on a flip chart and present it to the whole group.
List of gaps	After the presentation, participants compare and discuss the total results. They are encouraged to list the interventions and services that are missing in the country and to set priorities.
List of action	In order not to get stuck in a pessimistic mood, it is important that the trainer closes this module with a discussion: What concrete steps could the participants take towards the goal of closing the existing gaps. It should be realistic steps such as: I will raise the issue in my organisation, I will talk to or write a letter to the city council or raise the issue there etc. The trainer should list the ideas and provide participants with copies to take home.

MODULE 4 SERVICES AVAILABLE AND SERVICES NEEDED

Material	<ul style="list-style-type: none"> - Manual "Away from Violence", Chapter 12, Additional Social Needs, Recommendations. - The trainer should compile and distribute Handouts about the situation in the country regarding measures to protect and support victims and prevent violence. - If recommendations from women’s NGOs exist they should also be distributed.
Handouts	<ul style="list-style-type: none"> - Handout 11: Table of Contents, additional social needs, recommendations. - Handout 23: Building an Intervention Chain to prevent violence and protect victims.

TOPIC 2

INTERNATIONAL OBLIGATION TO PREVENT VIOLENCE AGAINST WOMEN

OVERVIEW OF TRAINING MODULES

time
needed

		time needed
Module 1	Basic knowledge about international obligations to prevent violence against women and to protect victims.	90 min
Module 2	The UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Optional Protocol.	90 min
Module 3	Measures of the Council of Europe to eliminate violence against women.	90 min
Module 4	Measures of the European Union to eliminate violence against women.	90 min

Objectives

The objective of this training topic is to make the participants aware of core international laws and obligations to prevent violence against women, to protect and support the victims and to prosecute all forms of violence against women. A focus should be put on the principle of "due diligence" which means the obligation of member states to actively prevent violence against women and to protect victims within the framework of international conventions like UN treaties or the European Human Rights convention. Further participants should learn what these treaties and policy papers say about support and protection of victims.

This training module is especially essential for target groups such as policy makers, head officials, chief civil servants and public authorities like the police and courts. But it is also important for managers and co-ordinators of services (women's services, health and social services).

For this module the training facilitator needs to have a solid knowledge of the topic or should invite an expert in international law as a guest speaker to the training.¹

¹ Good practice example: the Bulgarian Gender Research Foundation, together with the Minnesota Advocates for Women, is organizing a Women's Human Rights Training Institute, training lawyers and activists in women's human rights issues.

MODULE 1

BASIC KNOWLEDGE ABOUT INTERNATIONAL OBLIGATIONS TO PREVENT VIOLENCE AGAINST WOMEN AND TO PROTECT VICTIMS

Ground to cover	This module aims at giving an overview of international treaties, resolutions and recommendations concerning violence against women.
Method	"What do we know about international laws and documents about violence against women?" Exercise, group work, input by trainer or by an expert on international law.
Time	Group work (30 minutes); Exchanging and discussing knowledge (30 minutes); Input by trainer or legal expert (30 minutes); Total: 90 minutes.
Notes for trainers	<p>This exercise serves to make participants aware of their already existing knowledge on the topic and to exchange their knowledge. Building upon this, the facilitator can complete and add information. The facilitator asks the participants to form groups of 4 - 6 people (depending on the number of participants) and to discuss the following questions:</p> <ul style="list-style-type: none"> ▪ What international laws and documents on violence against women do we know? ▪ What do we know about them? ▪ How can they be implemented at a national level? ▪ How can women's and human rights organisations or individuals make use of them? ▪ What would we like to know? ▪ What about this topic? <p>The group is asked to write the results of the discussion on a flip-chart and present it to the other participants.</p>

MODULE 1 BASIC KNOWLEDGE ABOUT INTERNATIONAL OBLIGATIONS TO PREVENT VAW AND TO PROTECT VICTIMS OF VIOLENCE

Material	<ul style="list-style-type: none"> - Manual "Away from Violence"¹ Chapter 1, Theoretical background - CEDAW Convention incl. Rec 19 on violence against women: (see Handout 25). - CEDAW optional protocol and relevant decisions of the CEDAW committee on violence against women (Nr 2/2002, Nr 5/2005, Nr 6/2005): (see Handout 25). - UN Declaration on the elimination of all forms of discrimination against women: (see Handout 24). - UN Special Rapporteur on violence against women: (see Handout 24). - UN General Assembly resolution 52/86, annex: (see Handout 24). - Beijing Declaration and Platform for Action: (see Handout 24). - Commission on Human Rights resolution 2003/45 on the Elimination of violence against women: (see Handout 25). - European Human Rights Convention: (see Handout 27). - Council of Europe Recommendations 2002(5) on violence against women: (see Handout 27). - EU parliament recommendations (2006): (see Handout 29). - EU Council Framework Decision 2001 on the standing of victims in criminal proceedings: (see Handout 26, Handout 30).
Handouts	<ul style="list-style-type: none"> - Handout 24: Measures of the United Nations/Special Rapporteur. - Handout 25: The UN- Convention on the Elimination of Discrimination against Women CEDAW. - Handout 27: Measures of the Council of Europe - Handout 28: Council of Europe Recommendation Rec(2002)5 on the protection of women against violence. - Handout 29: European Union measures and activities to eliminate VAW. - Handout 30: Measures of the OSCE. - Handout 26: UNIFEM/Trust Fund.

¹ Original documents can be downloaded at indicated links: <http://www.wave-network.org/start.asp?ID=18&b=15>

MODULE 2

THE UN-CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

Ground to cover	In this module participants should learn about one of the core of legally binding human rights conventions, the UN Convention on the Elimination of All Forms of Discrimination against Women, its monitoring mechanism and individual complaint procedure, the so called Optional Protocol. As in the previous module, the trainer has to have either his/her own in-depth knowledge on the issue or has invited an expert on international law.
Method 1	<p>Presentation on CEDAW and Optional Protocol Overview by the trainer or the legal expert covering:</p> <ul style="list-style-type: none"> ▪ The contents of the CEDAW Convention; ▪ The reporting mechanisms; ▪ Shadow reports by NGOs and their role; ▪ The presentation of reports before the CEDAW committee and the role of NGOs; ▪ Concluding Comments; ▪ The Optional Protocol and the procedure to hand in complaints; ▪ Relevant decisions by the CEDAW committee concerning VAW; ▪ Questions and discussion.
Time	<p>Presentation (45 minutes);</p> <p>Questions and discussion (45 minutes);</p> <p>Total: 90 minutes.</p>
Material	see Module 1.
Handouts	see Module 1.

MODULE 2 THE UN-CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

Method 2	Group work on decisions of the CEDAW Committee concerning violence against women and presentation of results, discussion.
Notes for trainers	The trainer hands out copies of the three decisions of the CEDAW Committee concerning violence against women (Nr. 2/2002, Nr. 5/2005 and Nr. 6/2005); then the trainer asks participants to form three groups and asks each group to read one decision and to elaborate the main contents, the decision and the reasoning; the results should be written on a flip-chart and presented to the whole group. The three decisions can be downloaded in five languages at the website of the Office of the UN High Commissioner for Human Rights ¹ .
Time	Group work (30 minutes); Presentation (30 minutes); Input by trainer / legal expert about the decisions and their impact (30 minutes); Total: 90 minutes.
Material	see Module 1.
Handouts	see Module 1.

¹ <http://www2.ohchr.org/english/law/jurisprudence.htm>

MODULE 3

MEASURES OF THE COUNCIL OF EUROPE TO ELIMINATE VIOLENCE AGAINST WOMEN

Ground to cover	This module aims at informing participants about the work of the Council of Europe in the area of eliminating violence against women, with a focus on the Recommendations Rec(2002)5 of the Council of Europe Committee of Ministers to member States on the protection of women against violence and the recent campaign to stop domestic violence against women.
Method 1	Brainstorming the Council of Europe instruments and activities on the elimination of violence against women.
Time	Brainstorming (30 minutes); Input by trainer including questions and discussion (60 minutes); Total: 90 minutes.
Notes for trainers	<p>The facilitator asks the participants</p> <ul style="list-style-type: none"> ▪ What, if anything, they know about the Council of Europe instruments and activities on violence against women. ▪ Whether or not they are making use of the CoE work and if so, how. <p>The trainer writes the reports of participants on a flip-chart and completes the knowledge of the participants by giving in-put. Information should be given about the following key areas regarding violence against women:</p> <ul style="list-style-type: none"> ▪ European Convention for the Protection of Human Rights and Fundamental Freedoms ECHR (1950) and its relevant articles concerning the protection of women from violence. ▪ Relevant case law under the ECHR in the area of domestic violence: <i>Kontrova v. Slovakia</i>, judgement of 31 May 2007 (concerns the failure of the police to act on death threats of the licant’s husband against her and her children; the husband killed both children and shot himself on 31 December 2002).

MODULE 3

MEASURES OF THE COUNCIL OF EUROPE TO ELIMINATE VAW

Notes for trainers	<ul style="list-style-type: none"> ▪ Recommendation Rec(2002)5 of the Committee of Ministers to Member States on the protection of women against violence adopted and its implementation. ▪ The Council of Europe Campaign 2007-2008 Stop Domestic violence against women and the work of the Task Force to Combat Violence against women, including domestic violence.
Material	<ul style="list-style-type: none"> - The European Convention for the Protection of Human Rights and Fundamental Freedoms ECHR (1950). - Judgment: Kontrova v. Slovakia, judgment of 31 May 2007 Council of Europe (2002). - Recommendation Rec(2002)5 of the Committee of Ministers to member States on the protection of women against violence adopted on 30 April 2002 and Explanatory Memorandum, Strasbourg. - Council of Europe (2007): Protecting women against violence. Analytical study on the effective implementation of Recommendations Rec(2002)5 on the protection of women against violence in Council of Europe Member States, prepared by Carol Hagemann-White and Sabine Bohne/University Osnabrück, on behalf of the Gender Equality, and Anti-Trafficking Division/Directorate General of Human Rights and Legal Affairs, Strasbourg.
Handouts	<p>Information about instruments and activities of the Council of Europe in the area of violence against women:</p> <ul style="list-style-type: none"> - Handout 27: Measures of the Council of Europe. - Handout 28: Council of Europe Recommendation Rec(2002)5 on the protection of women against violence. - Handout 44: The Council of Europe Campaign: Stop Domestic Violence Against Women.
Method 2	<p>Group work Reflection on the content of the Council of Europe Recommendations Rec(2002)5 on the protection of women against violence and its implementation on the national level.</p>
Time	<p>Group work (45 minutes); Discussion of results (45 minutes); Total: 90 minutes.</p>

MODULE 3

MEASURES OF THE COUNCIL OF EUROPE TO ELIMINATE VAW

<p>Notes for trainers</p>	<p>The facilitator asks the group to split into small groups of 3-4 and distributes the Handout (see below) or the whole text of the Recommendations Rec(2002)5. Participants should then read and discuss one chapter from the recommendations. They can either choose the topic themselves or the trainer assigns the topics, from the following list:</p> <ul style="list-style-type: none"> ▪ Recommendation, I-IX including the definition (appendix); ▪ General measures concerning violence against women; ▪ Information, public awareness, education and training; ▪ Assistance for and protection of victims (reception, treatment and counseling); ▪ Criminal law, civil law and judicial proceedings including intervention programs for the perpetrators of violence; ▪ Additional measures with regard to violence within the family. <p>The text of the document should be discussed according to the following questions:</p> <ol style="list-style-type: none"> 1. Did the participants know about the Recommendations Rec(2002)5 before? Where had they learned about them? 2. What did they think about the content of the section they discuss - is it comprehensive enough, what is missing, do they agree with the recommendations? 3. Which of the recommendations are already implemented on the national level, which not? 4. How could the Recommendations Rec(2002)5 be used for lobbying?
<p>Material</p>	<ul style="list-style-type: none"> - Council of Europe (2002): Recommendation Rec(2002)5 of the Committee of Ministers to Member States on the protection of women against violence adopted on 30 April 2002 and Explanatory Memorandum, Strasbourg. - Council of Europe (2007): Protecting women against violence. Analytical study on the effective implementation of Recommendations Rec(2002)5 on the protection of women against violence in Council of Europe member States, prepared by Carol Hagemann-White and Sabine Bohne/University Osnabrück, on behalf of the Gender Equality, and Anti-Trafficking Division/Directorate General of Human Rights and Legal Affairs, Strasbourg.
<p>Handout</p>	<p>- Handout 28: Council of Europe Recommendation Rec(2002)5 on the protection of women against violence.</p>

MODULE 4

MEASURES OF THE EUROPEAN UNION TO ELIMINATE VIOLENCE AGAINST WOMEN

Ground to cover	This module aims at informing participants about the work of the European Union in the area of violence against women.
Method	Brainstorming "What do we know about European Union instruments and activities to eliminate violence against women?"
Time	Group work (30 minutes); Presentation of group work and discussion (60 minutes); Total: 90 minutes.
Notes for trainers	The facilitator asks participants: <ul style="list-style-type: none"> ▪ What they know about European Union instruments and activities on violence against women and; ▪ If they are making use of such EU work, applying it and if so, how? ▪ What is the Daphne program by the European Commission about? (Handout 29)
Material	<ul style="list-style-type: none"> - DAPHNE III Program: http://ec.europa.eu/justice_home/funding/daphne3/funding_daphne3_en.htm - DAPHNE Toolkit: http://www.daphne-toolkit.org/ - European Parliament resolution on the current situation in combating violence against women and any future action (2004/2220(INI)) adopted in 2006: http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P6-TA-2006-0038+0+DOC+PDF+V0//EN - European Parliament Resolution on Violence against Women (1986): http://www.legislationline.org/legislation.php?tid=99&lid=5730&less=false (First time the recommendation 1 shelter place per 10.000 population mentioned).
Handout	- Handout 29: European Union measures and activities to eliminate VAW.

TOPIC 3

GOALS AND PRINCIPLES OF A WOMAN'S REFUGE - TARGET GROUPS LIGATION

OVERVIEW OF TRAINING MODULES

time
needed

		time needed
Module 1	Core objectives and principles of women's refuges and other services for women victims of violence.	90 min
Module 2	Putting principles into practice.	90 min
Module 3	Confidentiality.	90 min
Module 4	Admission to women's shelters.	90 min

Objectives

The aim of this part of the training is to get to know the basic objectives and principles of a women's refuge and to understand why these objectives and principles are the necessary foundation for any quality service for survivors of violence. "It is not enough to have a roof over the head" - survivors of violence need specific services that meet their particular needs. General services such as homeless shelters or non specialized social centers are not enough to serve victims; to compare it to the field of healthcare -a client with specific health problems would be referred to a specialized doctor and not treated by a general practitioner. Violence against women and children in the family is a specific problem that needs special knowledge, skills and methods that can only be provided by specialised services. Hierarchical and bureaucratic organisations are also not adequate to serve victims of violence since they tend to disempower clients and thus work contrary to the objective of empowerment. Women's NGOs in Europe have developed quality services for women survivors of violence over the last three decades and have been successful in providing comprehensive services in close co-operation with government authorities providing funding. This has emerged as a good-practise model of "public-private partnership".

Information on the topic can be imparted in different ways, from a basic overview (i.e. for policy makers) to a more in-depth discussion and understanding of objectives and principles for managers and coordinators as well as for staff members of women's refuges and other women's services.

MODULE 1

CORE OBJECTIVES AND PRINCIPLES OF WOMEN’S REFUGES AND OTHER SERVICES FOR WOMEN VICTIMS OF VIOLENCE

Ground to cover	This module aims at informing participants about main objectives and basic principles of women’s refuges and other services for women victims of violence and their children.
Method 1	Group discussion on objectives and principles of a women’s refuge.
Method 2	Group discussion, presentation of results, discussion, in-put.
Time	Group work (45 minutes); Presentation of results, discussion and in-put (45 minutes); Total: 90 minutes.
Notes for trainers	The facilitator asks participants to form small groups, provides a handout listing the main objectives of women’s refuges/services (see Handout 2) and asks the participants to discuss them and to compare them to goals and principles existing in their organisation. Since it would take too much time to discuss all principles, each discussion group should be asked to cover three or four (according to the number of the groups). For example, women shelters should be open for all women but sometimes are limited for children, especially for boys above the age of 14.
Variation	The trainer asks participants to present and discuss core objectives and principles existing in their organisation, to compare them and to work out similarities and differences. Participants are asked to write the results and questions that might come up in the discussion on a flip-chart and present them to the whole group. After the group work, the results are presented to the whole group, followed by a discussion and additional in-put by the facilitator.

MODULE 1 BASIC UNDERSTANDING OF THE PROBLEM: VICTIMS OF VIOLENCE AND THEIR CHILDREN

Material	<ul style="list-style-type: none"> - Manual "Away from Violence" Chapter 3, Goals and Principles of a Women's Refuge. - Women's Aid Federation England (2007): National Service Standards for Domestic and Sexual Violence; Core Standards see at: www.womensaid.org.uk.
Handouts	<ul style="list-style-type: none"> - Handout 02: Table of Contents, goals and principles of a women's refuge. - Handout 50: Women's Aid England - Core standards underpinning all services.

MODULE 2

PUTTING PRINCIPLES INTO PRACTICE

Ground to cover	This module aims at discussing how principles can be applied to ensure they do not only exist on paper but are integrated into every day practice.
Method	Group work on "How to put principles into practise", discussion, in-put by trainer.
Time	Group work (45 minutes); Presentation (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The facilitator asks participants to form small discussion groups, provides a handout with main objectives and principles of women’s refuges/services and asks the group to discuss the following questions:</p> <ul style="list-style-type: none"> ▪ How do we put these goals and principles into practice? ▪ What evidence should there be to guarantee their implementation in practice? ▪ What evidence should there be in documents, policies & procedures of the organisation? ▪ How do we make sure the service users are informed and involved? ▪ What is the meaning of these objectives? Why are they important? ▪ How are they connected to the problem of violence against women and the needs of survivors?
Materials	<ul style="list-style-type: none"> - Manual "Away from Violence" Chapter 3, Goals and Principles. - Women’s Aid Federation England (2007): National Service Standards for Domestic and Sexual Violence Core Standards.
Handouts	<ul style="list-style-type: none"> - Handout 31: The principles of a women's refuge. - Handout 50: Women’s Aid England - Core standards underpinning all services.

MODULE 3

CONFIDENTIALITY

<p>Ground to cover</p>	<p>The objective of this module is to sensitize participants as to how important confidentiality is for safety reasons, for reassuring the client and for building a relationship of trust. The issue of confidentiality approaches several areas of the structure and policy of women’s refuge and should be dealt with carefully and in a transparent way. Every women’s refuge/service needs a detailed and written policy on confidentiality issues. Policies and procedures should be transparent to all clients of the service (i.e. part of a contract and of the refuge guidelines) as well as to all relevant partner organisations/organisations the refuge works with.</p> <p>The core principle concerning confidentiality is not to pass on information about the client (to institutions, to other persons) without her consent. Exceptions should only be made in cases of immediate danger to the client or another person and it should also be part of the policy to document limitations of confidentiality (transparency).</p> <p>Governments and other agencies funding women’s refuges and services should also respect women’s confidentiality and not demand any personal information. Data collection and reporting to funding agencies should never contain any personal information and confidentiality of clients must be respected. For instance, any possibilities of tracking down clients through a register should be excluded.</p> <p>Target groups for this module are managers or co-ordinators of women’s services as well as staff.</p>
<p>Method 1</p>	<p>Brainstorming on policies and procedures regarding confidentiality, discussion.</p>
<p>Time</p>	<p>Brainstorming and discussion (45 minutes).</p>
<p>Notes for trainers</p>	<p>The trainer asks the participants:</p> <ul style="list-style-type: none"> ▪ In which area issues of confidentiality have to be addressed ▪ How they might be addressed ▪ What conflicts of interest might arise (i.e. confidentiality of address for safety reasons versus the freedom to bring friends to the refuge) ▪ How are the participants’ organisations dealing with the issue in their policies and procedures <p>The trainer writes the information on a flip-chart and contributes to the discussion.</p>

MODULE 3 CONFIDENTIALITY

Method 2	Group work, discussion sensitization for confidentiality issues ¹ :
Notes for trainers	<p>The facilitator asks participants (sitting in a circle) to join a group exercise that involves personal experiences and assures them that she/he will conduct it cautiously and with respect.</p> <p>The facilitators ask participants to note a personal secret that they would not like to be revealed on paper, to put the paper in an envelope and to write their name on it. Then the facilitator gives the following instructions (slowly):</p> <ul style="list-style-type: none"> ▪ Now pass it to the person sitting to your right; ▪ How do you feel now that you know the person beside you got your secret in her hands? (Let the participants reflect about it for a while and then ask them to answer the question.); ▪ Now, pass the envelope again to the person to your right; ▪ How do you feel now that you know there is more than one person who has or has had your secret in their hands (again: let the participants reflect about it for a while and then ask them to answer the question); ▪ Now, pass the envelope back two places; ▪ After that, the facilitator - without warning - approaches a participant and takes the envelope out of her hands and asks: Now how do you feel that someone has snatched your secret without your permission? (Again: let the participants reflect for a while and then ask them to answer the question.) <p>After reflection the group engages in a discussion about the necessity of standards for confidentiality. The facilitator's role is to lead the discussion, to visualize the inputs, and to add information.</p>
Time	Brainstorming and discussion (45 minutes).
Material	- Manual Away from Violence, Chapter 3.2.7, Goals and Principles.
Handout	- Handout 31: The principles of a women's refuge.

¹ The method was provided by Angela Romanin (Casa delle donne Bologna)

MODULE 4

ADMISSION TO WOMEN’S SHELTERS

<p>Ground to cover</p>	<p>The objective of this module is to sensitize participants for the importance of following an open policy regarding the admission to a women’s refuge. It should be a principle that all women survivors of violence, regardless of nationality, sexual orientation, ethnicity, religion, situation of income, age and disabilities, with or without children, should have the right to a safe place in the nearest women’s refuge. No discrimination of any kind should be possible. It should also be taken into account that suffering violence can cause a lot of additional problems, including health problems such as alcohol and substance abuse, mental health problems, etc. Women’s refuges should provide adequate services also to women with additional problems. Refuges should be provided with adequate funding to be able to take in and support all women survivors of violence. Age limits for boys should be handled very carefully and there has to be an alternative in place, if boys above a certain age are not allowed to stay in the refuge.</p> <p>The main target groups for this module are managers/coordinators of women’s refuges/services, but also policy makers.</p>
<p>Method</p>	<p>Group work on admission policy of women’s refuges, discussion, in-put.</p>
<p>Time</p>	<p>Group work (30 minutes); Discussion and in-put (60 minutes); Total: 90 minutes.</p>
<p>Notes for trainers</p>	<p>The facilitator asks the participants to form small groups and to discuss the following questions:</p> <ul style="list-style-type: none"> ▪ What is the admission policy in our regional refuge /the refuge(s)? ▪ Which women and children are not admitted or with restrictions and why? ▪ What might be problematic about the regulations? <p>Results should be presented and discussed in the whole group.</p>
<p>Material</p>	<p>- Manual "Away from Violence" Chapter 2, Goals and Principles of a Women’s Refuge.</p>

TOPIC 4

FOUNDING AND FUNDING A WOMEN'S REFUGE

OVERVIEW OF TRAINING MODULES

time
needed

		time needed
Module 1	Founding an initiative for a women's refuge.	90 min
Module 2	Preparing the ground.	90 min
Module 3	Building a sustainable organisation.	90 min
Module 4	Building a women's refuge.	90 min
Module 5	Funding a women's refuge.	90 - 120 min

Objectives

The objective of this topic is to raise and discuss fundamental issues regarding the founding and finding of a women's refuge. While states are responsible for providing services to survivors of violence, the state is not necessarily the best agent to run a service. State institutions tend to be hierarchical, bureaucratic and inflexible and can have difficulties in responding adequately to the needs of victims of violence. Since the 1970's, independent women's initiatives have founded refuges and in many countries these services are funded by the state. Intergovernmental organisations like the Council of Europe promote this approach of co-operation between governments and women's NGOs by recommending that member states should encourage "at all levels the work of NGOs involved in combating violence against women" and establish "active co-operation with these NGOs, including appropriate logistic and financial support" (Council of Europe 2002: para 1.4 und 5). Transnational networks such as WAVE facilitated the dissemination of knowledge and experience across borders and contributed vitally to the establishment and improvement of services. Research provides evidence that states with numerous politically active women's NGOs are more successful in implementing policies against violence against women than states with few women's NGOs (Johnson/Brunell 2006).

Thus the aim of this part of the manual is to encourage and support groups and initiatives planning to found a refuge, as well as to encourage policy makers to work in close co-operation with those initiatives and to adequately fund their work (public-private partnership). The quality of services must be guaranteed and clearly defined by the organisation which runs the service through implementing guidelines, tasks and methods based on the clients' needs and from the side of the state by sufficient financial and personnel resources to enable the organisation to deliver quality services.

For this topic the trainers should have knowledge of legal issues concerning founding an organisation, as well as knowledge of financial matters. Alternatively, experts on legal and financial issues and fundraising should be invited to provide specialised in-put. Issues surrounding management and necessary staff are dealt with in chapter 6.

MODULE 1

FOUNDING AN INITIATIVE FOR A WOMEN'S REFUGE

Ground to cover	This module should facilitate the exchange among participants about their experiences and ideas concerning the founding of a women's refuge.
Method	Group work, discussion, in-put, founding a women's refuge.
Time	Group work (45 minutes); Presentation of results, discussion, in-put (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainer asks the participants to form two groups and to discuss all relevant issues and goals concerning the founding of a women's refuge; from setting up an initiative, to applying and negotiating for funding. The issues/goals should be listed; each issue/goal should be discussed, as well as necessary steps for their realisation and development. Finally, possible problems as well as strategies to solve them should be compiled and results should be noted on a flip-chart and presented to the other group.</p> <p>Summary: instruction for group work.</p> <ul style="list-style-type: none"> ▪ List all possible goals / issues (brainstorming); ▪ Discuss the goals/issues and provide concrete steps to realise them; ▪ List problem and strategies to overcome them. <p>After the group work the two groups present their results to each other and identify overlaps and differences. The facilitator summarises the results and provides additional information.</p>
Material	- Manual "Away from Violence" Chapter 4, Founding and funding a women's refuge.
Handout	- Handout 03: Table of Contentss, founding and funding a women's refuge.

MODULE 2

PREPARING THE GROUND

Ground to cover	This module is concerned with the question of how to provide information and arguments for the necessity of a women's refuge in a particular area to the appropriate local or regional authorities.
Method 1	Group work, discussion, in-put "outline for a project proposal".
Time	Presentation (45 minutes); Questions and discussion (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainer asks the participants to form two groups and to discuss an outline for a project proposal for a women's refuge. It should list the necessary parts of a proposal and focus on arguments for the necessity for a women's refuge. The following issues should be discussed:</p> <ul style="list-style-type: none"> ▪ How many safe places for women survivors of violence and their children are available in the country/region? ▪ How do the figures relate to the recommendation on having a minimum of one family place per ten thousand population? ▪ Is prevalence data available on the calculation of numbers of women and their children who are potentially affected by violence within the region? ▪ What other statistical material (number of help-seeking women, police statistics, etc.) could provide arguments? ▪ What should the capacity of the refuge be? What services should be provided? <p>The group work results should be written on flip-chart, presented to the other group, discussed and complemented by the trainer.</p>
Material	- Manual "Away from Violence" Chapter 4, Founding and funding a women's refuge.
Handout	- Handout 03: Table of Contentss, founding and funding a women's refuge.

MODULE 3

BUILDING A SUSTAINABLE ORGANISATION

Ground to cover	The women’s refuge should be run by a well functioning, sustainable non-profit organisation; thus a legal base (a common one for this would be that of a non-profit association) has to be created and committed persons have to be found to take part in the organisation. An association usually needs members and a board responsible for managing the organisation. For this training-part an expert in organizational development should also be invited.
Method 1	Group work, discussion, in-put by expert, "building a sustainable organisation".
Time	Group work (30 minutes); Presentation (20 minutes); In-put by trainer or expert, including answering questions (40 minutes); T Total: 90 minutes.
Notes for trainers	The trainer asks the participants to form two groups and work on the question of how to build a well-functioning organisation running the refuge. One group should focus on the necessary legal base and the other, on the question as to how many and what type of people are needed to form an organisation; what roles and functions members and board members need to fulfil and which qualifications and conditions should be thereby met. Results should be presented to the whole group.
Material	For this part the trainer or the invited expert should prepare the necessary material and handouts for participants, since the situation differs from country to country.
Handouts	<ul style="list-style-type: none"> - Handout 03: Table of Contents, founding and funding a women’s refuge. - Handout 04: Table of Contents, services for women and children. - Handout 05: Table of Contents, management, personnel and financial administration.

MODULE 4

BUILDING A WOMEN’S REFUGE

Ground to cover	This part of the training deals with issues surrounding building requirements for a women’s refuge.
Method	Group work, discussion, in-put, "How would we like our women’s refuge to look?"
Time	Group work (45 minutes); Presentation of results, discussion, in-put (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainer asks the participants to form two groups and to discuss the questions:</p> <ul style="list-style-type: none"> ▪ Where should the women’s refuge be located? ▪ How do we want the refuge to look? ▪ How should it be ideally equipped? What facilities should it have? <p>Participants are asked to draft a plan of the building requirements for a refuge and present it to the other group. This is followed by a discussion and in-put by the trainer.</p>
Material	- Manual "Away from Violence" Chapter 4, Founding and funding a women’s refuge, part 4.1.6. - 4.1.8.
Handout	- Handout 03: Table of Contents, founding and funding a women’s refuge.

MODULE 5

FUNDING A WOMEN’S REFUGE

Ground to cover	A detailed and sound financial plan, based on the project concept, is needed in order to successfully apply for funding. Furthermore, well developed and implemented fundraising strategies are necessary to reach the goal of acquiring sufficient financial means for running a women’s refuge.
Method 1	Group work, discussion, in-put by trainer or expert on financial issues, "financial planning".
Time	Group work (30 minutes); Presentation (30 minutes); In-put by trainer or expert, including answering questions (60 minutes); Total: 120 minutes.
Notes for trainers	The trainer asks the participants to form two groups and work on the question as to what a financial plan for the refuge should contain. The results of the group work and questions that came up should be noted on a flip-chart. After the presentation of the results and questions, the trainer or financial expert gives in-put, relating it to the group work and answering the questions.
Method 2	Brainstorming, in-put by trainer/expert "fundraising strategies".
Time	Brainstorming (30 minutes); In-put by trainer or expert, including answering questions (60 minutes); Total: 90 minutes.
Notes for trainers	The trainer or expert on fundraising invites the group to a brainstorming on fundraising strategies for the women’s refuge. The trainer or expert lists the ideas on a flip-chart and after finishing the brainstorming, comments on the ideas of the participants and provides in-put on fundraising strategies.

MODULE 5 FUNDING A WOMEN'S REFUGE

Material	- Manual "Away from Violence" Chapter 4, Founding and funding a women's refuge, part 4.2.
Handouts	For this part, the trainer or the invited expert should prepare the necessary material and handouts for participants, since the situation differs from country to country.
Method 3	Role play, "negotiations for funding".
Time	Preparation for the role play (20 minutes); Role play (20 minutes); Reflection on the role play including feed back by trainer (80 minutes); Total: 120 minutes.
Role play - situation	Three members of the initiative "A women's refuge for our town" have an appointment with the mayor to present their project in the mayor's office. An assistant to the mayor (the advisor for equality issues, somebody from the social department. Roles: - 3 members from the initiative; - the mayor, the assistant; - observers
Notes for trainers	The trainer introduces the role play and encourages the participants to take an active part in the play. After the role play the trainer supports the actors to reflect on the play by asking the following questions: <ul style="list-style-type: none"> ▪ To the actors playing the members of the initiative: ▪ What was your goal for the meeting? ▪ What strategy did you follow? ▪ How did it go? Are you satisfied with your negotiations? ▪ Are you satisfied with the results? What did you achieve? ▪ What did you not achieve? ▪ What went wrong? ▪ What would you do differently the next time?

MODULE 5 **FUNDING A WOMEN'S REFUGE**

Notes for trainers	<p>To the actors playing the mayor and the assistant:</p> <ul style="list-style-type: none"> ▪ What was your goal for the meeting? ▪ What strategy did you follow? ▪ How did it go? Are you satisfied with the negotiations? ▪ What did you achieve, are you satisfied with the results? ▪ Which arguments/strategies of the member of the initiative were convincing, and why? Which were not convincing and why? <p>What advice would you give to the initiative to be more successful and convincing?</p>
Material	<p>- Manual "Away from Violence" Chapter 4, Founding and funding a women's refuge, part 4.2.</p>
Handout	<p>- Handout 14: Role play "Negotiations for funding".</p>

TOPIC 5

INTERNATIONAL OBLIGATION TO PREVENT VIOLENCE AGAINST WOMEN

OVERVIEW OF TRAINING MODULES

time
needed

Module	Description	Time needed
Module 1	Services provided to women.	90 min
Module 2	Basic principles of empowering support.	60 min
Module 3	Services for migrant and minority women.	90 min
Module 4	Services for children.	90 min
Module 5	Self reflection: my agency, seen through my own eyes as a service user.	90 min
Module 6	Risk assessment and safety planning - see topic 7.	--

Objectives

The aim of this part is to gain an insight into the services a women's refuge should provide and to sensitize participants for the needs of women and children seeking help. The basic service of refuges is to provide temporary accommodation for women with or without children where they are safe from violence. Additionally, many women's refuges also support women victims of violence who do not need accommodation, by running a crisis or counseling centre additionally to the refuge. This service is sometimes- for safety reasons - provided on separate premises.

As violence often occurs during nights and weekends, access to safe accommodation must be available day and night. To ensure that services are available to all women without discrimination and in particular to immigrant women, the services should be culturally sensitive and counselling in the native language of the client as well translation services should be available.

One of the main effects of violence is loss of self-confidence and intimidation, making it difficult for women to take recourse through the legal system. Shelters provide a place for women to live with their children while they decide, without pressure, what to do about the violent situation. Offering counselling and assisting them in contacting statutory services, such as child protection services and others, accompanying them to the police and to court are essential to women's safety and empowerment. Services for children are of equal importance. Children are nearly always aware of violence against their mother. To witness violent attacks against the mother is profoundly disturbing and threatening to a child. Specifically trained staff in the refuge should work with children who live with violence in the family.

The main target group for this module are staff of women's refuges and staff of other women's services.

This manual does not provide in-depth training regarding counselling or communication skills or detailed methods of work with individual clients or groups. This would exceed its frame and should be the subject of a separate training manual. This part of the manual provides the framework and basic principles to reach the goal of providing comprehensive and empowering services to women victims of violence and their children.

MODULE 1

SERVICE PROVIDED TO WOMEN

Ground to cover	This part aims at presenting and discussing the range of services a women's refuge should provide to women survivors of violence and to sensitize the participants for the needs of survivors.
Method	Group-work, combined with role play; presentation of the results, discussion, in-put by the trainer.
Time	Group work (30 minutes); Presentations, discussions and in-put (60 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainers ask the participants to form two groups working in two different rooms. The trainers give the following instructions to the groups (after the separation):</p> <p>Group 1: Participants are asked to put themselves in the situation of a survivor seeking help in a women's refuge and to think about what kind of support and services they would need as clients, starting from the initial contact until the time when they no longer need help.</p> <p>Group 2: Participants are asked to put themselves in the situation of members of an initiative to found a women's refuge and to think about what kind of support and services they need to provide to women seeking help in the refuge, starting from the initial contact until the time when they no longer need help.</p> <p>Both groups are asked to write the results on a flip-chart and to present it to the other group. Special attention should be given to differences between the results of the two groups, making participants aware of how important it is to consult survivors' feedback when providing services.</p>
Material	- Manual "Away from Violence" Chapter 5, Services for women and children, part 5.1.
Handout	- Handout 04: Table of Contents, services for women and children.

MODULE 2

BASIC PRINCIPLES OF EMPOWERING SUPPORT

Ground to cover	This part of the module aims at conveying basic principles of empowering support that should be respected and realised by management and by all staff members providing individual counselling and support to survivors.
Method	Group work, discussion, in-put.
Time	60 minutes
Notes for trainer	The trainers list basic principles of empowering support on a flip-chart. They ask participants to discuss for each principle listed.
Handout	- Handout 32: Standards of good practice in supporting survivors of violence.

MODULE 3

SERVICE FOR MIGRANT AND MINORITY WOMEN

Ground to cover	This module aims at raising awareness for migrant and minority women who often have additional needs in seeking help, such as support concerning their residence permit or the need to receive counselling in their native language. This exercise can also be applied to other women with special needs such as women with disabilities or older women.
Method	Group work, presentation of the results, discussion.
Time	Group work (30 minutes); Presentation and discussion (60 minutes); Total: 90 minutes.
Notes for trainers	The facilitator asks the participants to form three groups and to discuss the special needs of migrant and minority women and the services that should be provided to them. Participants should also reflect on aspects of socio-cultural diversity and possible stereotypes and prejudices that might be obstacles to providing empowering services.
Material	<ul style="list-style-type: none"> - Manual "Away from Violence" Chapter 2, Protecting migrant women from poverty, part 2.4.6.; Chapter 5, page 40ff. - South Hall Black Sisters: http://www.southhallblacksisters.org.uk/publications.html - Intercultural Women's Shelter: http://www.interkulturellesfrauenhaus.de/

MODULE 4

SERVICES FOR CHILDREN

Ground to cover	The needs of children and the services that should be provided to them for the core of the work in this module.
Method	Group work, presentation of the results, discussion, additional in put, "What support do children need?"
Time	Group work (30 minutes); Presentation of results, discussion, trainer in-put (60 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainer asks the participants to form three groups and to discuss the following questions:</p> <ul style="list-style-type: none"> ▪ What are the needs of children in the refuge? ▪ What kinds of services should be provided to them? ▪ What principles and methods should be applied in working with children? ▪ What safety issues might arise concerning children? ▪ How is the support of children related to the support of their mothers? ▪ What problems and conflicts might arise in working with children and how can they be solved? <p>One group should look at small children from 0-6, the second at children from 6-12 and the third at youngsters from 13-18. Special attention should be given to children with special needs, such as children from migrant or minority families, children with handicaps, etc.</p>
Material	- Manual "Away from Violence" Chapter 5, Services for children, part 5.2.
Handout	- Handout 04: Table of Contentss, services for women and children.

MODULE 5

SELF REFLECTION: MY AGENCY, SEEN THROUGH MY OWN EYES A SERVICE USER¹

Ground to cover	This is a good exercise for reflecting on the participants' agencies performance in providing services; thus the target group for this module are managers, coordinators and staff of women's refuges and other services.
Method	Exercise in pairs, reflection, discussion, summary by trainer.
Time	Exercise in pairs (45 minutes); Discussion, summary by trainer (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The facilitator asks the participants to find a partner and to engage in the following imagining exercise: Imagine you are a survivor of domestic violence and are seeking help in your agency.</p> <p>One person should start reflecting, the role of the other is to support it by asking the following (or other questions) and by writing down the results on a flip-chart as a map of positive and negative points in service provision. Then they should take turns.</p> <p>Questions for reflection can be found on Handout 15.</p> <p>After the work in pairs, the facilitators ask participants to share some of their experiences. The participants should also be encouraged to take the results of this exercise back to their agency and to discuss it with them or to do the exercise jointly. This can be used as a regular instrument to improve service provision.</p>
Handout	- Handout 15: Exercise, My agency seen through the eyes of myself as a service user.

¹ Adapted from: WAVE Manual Bridging Gaps (2006) p. 96

MODULE 6**RISK ASSESSMENT AND
SAFETY PLANNING - SEE TOPIC 7****Ground to
cover**

Risk assessment and ongoing safety planning should be standard procedure in supporting survivors of violence. This is an important part of service provision, therefore it is listed under this topic. The elaboration of the issue can be found in Topic 7 - Safety and Security Measures.

TOPIC 6

MANAGEMENT, PERSONNEL AND FINANCIAL ADMINISTRATION

OVERVIEW OF TRAINING MODULES time needed

Module 1	Appropriate management and organisational structures.	60 - 90 min
Module 2	Exchange of experiences regarding management structures.	90 min
Module 3	Staff and internal management.	90 min
Module 4	Financial planning.	90 min

Objectives

The main objective of this topic is to contribute to effective and efficient management structures in a women's refuge or any other service for women survivors of violence and their children. Running a women's refuge or other service calls for professional organisation throughout the operation, women's refuges in Europe have developed a range of management models to facilitate standards of efficiency and professionalism in the implementation of their goals. In some refuges the staff as a whole work on a team basis and run the refuge jointly. In other refuges, one or two women assume responsibility for the management tasks. A third model envisages team management combined with individual responsibility for specific areas, whereby the area leaders draw up and implement their planning independently but report to the team. These are not the only models. Each refuge should develop the management structure which is best suited to the prevailing circumstances. At all events, the refuge management should be functional and should respond with flexibility to the (changing) needs of service users. It should be prepared to constantly evaluate their performance and to adapt services and structures that are no longer appropriate.

MODULE 1

APPROPRIATE MANAGEMENT AND ORGANISATIONAL STRUCTURES

Ground to cover	This module encourages participants to reflect on different models to run a refuge and to develop adequate management structures. The target group of this module are members of new initiatives of women's shelters.
Method	Group work on "management structures", presentation, discussion, in-put by trainer.
Time	60-90 minutes.
Notes for trainers	<p>The participants are asked to form small groups (participants from the same initiative should stay together in a group) and to discuss the following issues:</p> <ul style="list-style-type: none"> ▪ Which organisational structures do we envision for the women's refuge we are planning and why? ▪ What areas of management can we identify? ▪ Who should be responsible for what area? ▪ What difficulties and problems might we encounter in building appropriate management structures? How can we deal with them? What/who could help us? <p>The participants are asked to write down the results of their discussion on a flip-chart, to present them to the other participants, and to discuss the results.</p> <p>The facilitator should summarise the results and add information on the issues.</p>
Variation	<p>The participants are asked to discuss how they would organize the different management areas:</p> <ul style="list-style-type: none"> ▪ Services for women - counselling and support (individual, group); ▪ Working with children; ▪ Democratic structures and community life in the refuge; ▪ Internal communication, team meetings, association.

MODULE 1 APPROPRIATE MANAGEMENT AND ORGANISATIONAL STRUCTURES

Variation	<ul style="list-style-type: none"> ▪ Security; ▪ Personnel; ▪ Co-ordination of volunteers and trainees; ▪ Budget and fundraising; ▪ Internal administration; ▪ Public relations, networking and lobbying; ▪ Statistics, data compilation, evaluation and quality control; ▪ Policy, development and long-term planning (strategic planning).
Material	- Manual "Away from Violence" Chapter 6; Management, Personnel and financial administration, part 6.1. on Management.

MODULE 2

EXCHANGE OF EXPERIENCES REGARDING MANAGEMENT STRUCTURES

Ground to cover	This training element is targeted to participants who have some experience in working in a women’s refuge/service already. It aims at exchanging experience and learning from each other and how this contributes to the improvement of effective management.
Method 1	Group work on “management structures”, presentation, discussion, in-put by trainer
Time	Group work (30 minutes); Presentation, discussion, in-put by trainer (60 minutes); Total: 90 minutes.
Note for trainers	The participants are asked to exchange their experiences in managing their refuge/service by using the Handout 05 "Table of Contents, management, personnel and financial administration." as outline for discussion. Each service present is asked to inform about their structures and to reflect on the positive sides as well as on the challenges. It might also be the case that participants realise that some management areas are not covered and the problems arising from that. When comparing the different services, good as well as problematic management practices should be identified, summarized on a flip-chart and then presented to the group. The discussion of the results followed by the trainer’s in-put completes the exercise.
Method 2	Role play for "teamwork - flat hierarchies".
Time	Role play (40 minutes); Presentation, discussion, in-put by trainer (60 minutes); Total: 100 minutes.

MODULE 2 EXCHANGE OF EXPERIENCES REGARDING MANAGEMENT STRUCTURES

Notes for trainers	<p>In this role-play, different management structures should be discussed and felt. Staff of a women’s shelter discuss a topic and have to take a decision.</p> <ul style="list-style-type: none"> ▪ One group has a team leader that is quite authoritarian; ▪ One group has to take the decision in team work, all have to decide; ▪ One group has a team leader who is weak in taking decisions; ▪ One group has a team of decision makers who have the final decision.
Material	<p>- Manual "Away from Violence" Chapter 6; Management, Personnel and financial administration, part 6.1. on Management.</p>
Handout	<p>- Handout 05: Table of Contentss, management, personnel and financial administration.</p>

MODULE 3

STAFF AND INTERNAL MANAGEMENT

Ground to cover	This training module aims at providing exchange and information about staffing and internal management and is especially important for participants involved in personnel management tasks.
Method 1	Group work on "number of staff needed in the refuge", presentation, discussion.
Time	Group work (30 minutes); Presentation, discussion, in-put by trainer (60 minutes - 30 minutes per topic); Total: 90 minutes.
Notes for trainers	The facilitator asks the participant to form two groups. Each group should discuss a certain topic, exchange practical experience concerning the topic, develop recommendations and note them on a flip-chart. Topics: <ul style="list-style-type: none"> ▪ Number of staff and staff hours needed in a refuge open 24 hours ▪ Organisation of work (tasks), work schedules.
Method 2	Group work on "staff qualification", training and support.
Time	Group work (30 minutes); Presentation, discussion, in-put by trainer (60 minutes - 30 minutes per topic); Total: 90 minutes.
	The facilitator asks the participants to form two groups. Each group should discuss a certain topic, exchange practical experience concerning the topic, develop recommendations and note them on a flip-chart. Topics: <ul style="list-style-type: none"> ▪ Qualification and training of staff, support for staff (supervision) ▪ Work with volunteers, training of volunteers.

MODULE 3 STAFF AND INTERNAL MANAGEMENT

Material	- Manual "Away from Violence" Chapter 6, Management, Personnel and financial administration, part 6.2. on Staff and internal management.
Handout	- Handout 05: Table of Contents, management, personnel and financial administration.

MODULE 4

FINANCIAL PLANNING

Ground to cover	This module is concerned with the financial management of a women's refuge and provides basic information on the issue. It is especially important for participants responsible for planning and managing budgets. The approach to this topic is, as stated, basic and additional training should be provided on further issues, such as accounting requirements and procedures, financial reporting, tax regulations and other areas.
Method	Group work "drafting of a budget plan", presentation, discussion, in-put by trainer.
Time	Group work (30 minutes); Presentation, discussion, in-put by trainer (30 minutes); Total: 90 minutes.
Notes for trainers	The trainers ask the participants to form two groups. Group 1 is asked to discuss and list what areas of financial management have to be covered in a women's refuge and how they could be organised, based on their practical experience. Group 2 is asked to draw up a draft for an annual budget plan - which budget lines does it have to cover? How can the costs be calculated? The participants are asked to write the results on the flip-chart and to present it to the other group.
Material	- Manual "Away from Violence" Chapter 6, Management, Personnel and financial administration, part 6.3. on Financial planning.
Handout	- Handout 33: Annual budget plan for running costs of the refuge.

TOPIC 7

SAFETY AND SECURITY MEASURES TO PREVENT VIOLENCE AGAINST WOMEN

OVERVIEW OF TRAINING MODULES

Module 1	Risk assessment and safety planning with survivors.	60 - 150 min
Module 2	Safety devices in the women's refuge.	90 min
Module 3	Handling dangerous situations.	60 min
Module 4	Safety plan for the refuge.	90 min

Objectives

Safety is a core standard of all services supporting survivors of violence. Women's refuges and other women's services acknowledge that safety is paramount and that all survivors have a right to be protected from violence and they take action to ensure that safety is a priority in all policies and procedures.

Risk assessment and safety planning should be a standard procedure carried out with every individual client, not only once, but repeatedly. The training should provide basic information on risk assessment and safety planning tools.

The further aim of this topic is to make participants aware of the importance of effective safety measures for women's refuges/services and the necessity of having elaborate safety plans in place. Safety issues have to be addressed at several levels (individual safety planning, safety plan for the group of residents in the shelter, safety plan for shelter staff, technical security devices).

Target groups for this topic are staff of women's refuges, including staff working in management, staff of other domestic violence services and projects planning to run a refuge and/or other domestic violence service.

MODULE 1

RISK ASSESSMENT AND SAFETY PLANNING WITH SURVIVORS

Ground to cover	Every women's refuge, as well as other services for women survivors of violence and their children, have to make sure that all of their staff is familiar with issues regarding safety. It should be standard that risk assessment tools are used to identify any risk of harm. Risk assessment is important at the point of referral, but it is also a method that should be used ongoing, since the safety situation of a survivor is likely to change. Safety planning is the "twin" of risk assessment and these two should always be carried out together.
Method 1	Group work on "status quo in our service in the area of risk assessment and safety planning", discussion in-put.
Time	Group work (60 minutes); Discussion, in-put (60 minutes); Total: 150 minutes.
Notes for trainers	<p>The trainers ask the participants to form groups of 4-5 and to reflect on the practice in their refuge regarding risk assessment and safety planning, or what they are planning in this area if the service is not open yet. The results should be noted on a flip-chart and presented to the whole group. The trainer adds information.</p> <p>Structure for consideration and discussion:</p> <ul style="list-style-type: none"> ▪ Is risk assessment with every client a standard in your (planned) refuge/service? ▪ Is risk assessment carried out on an ongoing basis? ▪ What instruments of risk assessment are used? ▪ Are the results documented in the files? ▪ Is safety planning with every client a standard in your (planned) refuge/service? ▪ Is safety planning carried out on an ongoing basis? ▪ What instruments of safety planning are used? ▪ Are the results documented in the files? ▪ Is the entire staff familiar with risk factors and the process of risk assessment; is it part of the training? ▪ Is the entire staff familiar with safety methods and the process of safety planning; is it part of the training? ▪ Is information gathering from and sharing with other agencies regarding risk assessment a standard in the refuge?

MODULE 1 RISK ASSESSMENT AND SAFETY PLANNING WITH SURVIVORS

Method 2	Input by trainer on risk factors, "risk assessment and safety planning", questions and discussion.
Time	60 minutes.
Material	- Manual "Away from Violence" Chapter 7, Safety and security measures.
Handouts	<ul style="list-style-type: none"> - Handout 35: Risk factors. - Handout 36: Risk assessment. - Handout 37: Safety planning.

MODULE 2

SAFETY DEVICES IN THE WOMEN’S REFUGE

Ground to cover	The aim of this module is to sensitize participants to the safety devices that should be installed in a women’s refuge.
Method	Group work "standards for safety devices in a women’s refuge" Discussion, in-put by trainer.
Time	Group work (45 minutes); Presentation, discussion, in-put by trainer (45 minutes); Total: 90 minutes.
Notes for trainer	<p>The trainer asks the participants to form two or three groups and to reflect on the following questions:</p> <ul style="list-style-type: none"> ▪ What technical safety devices do we have/plan to have in our refuge? ▪ Are they sufficient? If not, what is missing? ▪ What should be the minimum standards for safety devices in every refuge? <p>The results of the discussion should be noted on the flip-chart and presented to the group, followed by a discussion and complemented by the trainer’s in-put.</p>
Material	- Manual "Away from Violence" Chapter 7, Safety and security measures.
Handout	- Handout 38: Technical security precautions for the shelter.

MODULE 3

HANDLING DANGEROUS SITUATIONS

Ground to cover	Dangerous situations can occur regularly in women’s refuges and the situation is especially precarious when a perpetrator turns up in front of the refuge or even attempts to break in. Participants should be sensitized to deal with dangerous situations and learn how to handle them. The most important objective here is to have a safety plan in place (see next module).
Method	Discussion "exchange of experience about dangerous situations".
Time	Input by trainer including questions and discussion (60 minutes).
Notes for trainers	<p>The trainer asks participants working in a refuge if they have experienced or heard about any dangerous situations that might have happened. Structure for reflexion and discussion:</p> <ul style="list-style-type: none"> ▪ What happened? ▪ What was your immediate reaction to the danger? How did you feel? ▪ What did you think? What did you do? ▪ What did the others do? ▪ How did it end? ▪ What went well, what were the problems? ▪ What were the consequences of the incident? ▪ Does the refuge have a safety plan?
Material	- Manual "Away from Violence" Chapter 7, Safety and security measures.
Handout	- Handout 39: Safety plan for institutions.

MODULE 4

SAFETY PLAN FOR THE REFUGE

Ground to cover	Participants should be sensitized towards comprehensive safety planning and a policy on safety measures is necessary in order to avoid dangerous situations and to react accordingly.
Method	Group work "drafting a safety plan for our refuge".
Time	Group work (45 minutes); Presentation, discussion, in-put by trainer (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The trainer asks the participants to form two or three groups and to discuss and draft a written policy on safety of the refuge in the form of a safety plan. The following questions could help:</p> <ul style="list-style-type: none"> ▪ What areas should the safety plan cover? ▪ What needs to be regulated and how? ▪ How can a safety plan be implemented? <p>Participants are asked to draw up the safety plan on a flip-chart and to present it to the others. The trainer summarizes the results and provides additional in-put.</p>
Material	- Manual "Away from Violence" Chapter 7, Safety and security measures.
Handout	- Handout 39: Safety plan for institutions.

TOPIC 8

COMMUNITY LIFE IN THE REFUGE AND COMPLAINT PROCEDURES

time
needed

OVERVIEW OF TRAINING MODULES

Module 1	Refuge guidelines - rights and responsibilities.	90 min
Module 2	Models of participation in the refuge.	120 min
Module 3	Dealing with conflicts and problems.	90 min
Module 4	Fair procedures.	150 min
Module 5	Complaint procedures.	90 min

Objectives

The aim of this part of the training is to introduce and exchange principles and methods of organizing the community life in a refuge in a respectful, democratic way. The main target group for this training are managers and co-ordinators of refuges responsible for management tasks in this area.

Refuges provide services that should meet the highest possible standards of efficiency and professionalism and therefore need a certain degree of institutionalisation. Institutional structures have their role to play, but they harbour the danger that the institution's rules may assume greater importance than the people on whose behalf the institution was established. Structural principles can loom so large that they rob the individuals' freedom and take control of their lives. A refuge must therefore be careful to maintain a judicious balance between the interests of the individual, the community and the institution.

Generally speaking, life in a refuge should be planned in such a way as to safeguard the following:

- The greatest possible degree of individual freedom - respect for privacy and human rights;
- No more requirements and rules than are necessary in the given situation;
- Participation, co-determination and consultation;
- A spirit of solidarity and community;
- Scope for feedback and complaints.

The hallmarks of life within the refuge community should be: autonomy, solidarity, and respect for diversity and human rights. These considerations leave their mark on both the refuge's internal organisation and its discernible character, making up its unmistakable corporate identity.

Written guidelines or contracts with service users are instruments to make the norm, rights and responsibilities in a refuge transparent and meaningful.

MODULE 1

REFUGE GUIDELINES - RIGHTS AND RESPONSIBILITIES

Ground to cover	This module aims at conveying the importance of having clear guidelines in a written form available in every refuge.
Method	Role play "rights and responsibilities in our refuge", reflection, discussion.
Time	Role play (60 minutes); Reflection, discussion, in-put trainer (60 minutes); Total: 120 minutes.
Notes for trainers	<p>The facilitators ask the participants to form two groups and to gather in two different rooms. Then the facilitators gives the following instructions:</p> <p>Group 1: participants are asked to play service users in a refuge and taking this perspective to discuss rights and responsibilities they would like to have when living in the refuge. The results should be written on a flip-chart.</p> <p>Variation: one part of participants are to play women clients, the other part takes the perspective of children in the refuge.</p> <p>Group 2: participants are asked to play staff members in a refuge and to discuss and write down what rights and responsibilities clients in the refuge should hold.</p> <p>After the group work, the two groups are asked to present their results to the other group and to ask for feedback and comments. The facilitators should call attention to possible contradictions in the results of the two groups and should encourage the participants to think about ways to deal with possible different needs and to strike a balance, giving priority to the needs of clients.</p>

MODULE 1

REFUGEE GUIDELINES - RIGHTS AND RESPONSIBILITIES

Method 2	Group work "developing refugee guidelines": presentation, discussion, in-put by trainer.
Time	Group work (45 minutes); Presentation, discussion, in-put (45 minutes); Total: 90 minutes.
Notes for trainers	The facilitator asks the participants to discuss and write down possible refugee guidelines (rights and responsibilities) that could also serve as a contract with service users. Participants who already work in a refugee should be asked to bring in their experience regarding this topic.
Material	- Manual "Away from Violence" Chapter 8, Community life in the refugee.
Handout	- Handout 40: Checklist for refugee guidelines.

MODULE 2

MODELS OF PARTICIPATION IN THE REFUGE

Ground to cover	Women’s refuges have to avoid further disempowerment of survivors and avoid authoritarian regimes in the refuge. Clients should have the right and be encouraged to participate in shaping refuge life, structures and services.
Method	Group work "models of participation", presentation, discussion.
Time	Group work (60 minutes); Presentation, discussion, in-put trainer (60 minutes); Total: 120 minutes.
Notes for trainers	<p>Participants are asked to form groups and to collect and discuss models of participation of service users (women and children) in the refuge and to share experiences participants might have in this area. They are asked to write the results on a flip-chart and to present it to the group. The facilitator adds information and makes sure all areas and levels, where participation questions are relevant, are covered.</p> <p>Question to structure the group work:</p> <ul style="list-style-type: none"> ▪ What experience do participants have in this field? ▪ In which areas should the clients participate? Where should children/young people be involved? ▪ What models of participations could be applied? ▪ What are the advantages in involving clients? <p>What problems might arise? How could they be overcome?</p>
Material	- Manual "Away from Violence" Chapter 8, Community life in the refuge - chapter 8.2. Forms of participation.
Handout	- Handout 41: Forms of participation.

MODULE 3

DEALING WITH CONFLICTS AND PROBLEMS

Ground to cover	This module aims at reflecting possible problems and conflicts that can come up in women's refuges and how they can be dealt with and solved in a constructive and democratic way.
Method	Group work on "conflicts in shelters", discussion, in-put trainer.
Time	Group work - (45 minutes); Presentation, discussion, trainer in-put (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The participants are asked to form five groups. Each group should discuss forms, problems and possible procedures/solutions around the following issues:</p> <ul style="list-style-type: none"> ▪ Power imbalance/abuse of power; ▪ Violence in the refuge; ▪ Conflicts; ▪ Discrimination; ▪ Diversity. <p>Results should be taken down on a flip-chart and presented for discussion. Additional in-put by the facilitators rounds out the group work</p>
Material	- Manual "Away from Violence" Chapter 8, Community life in the refuge - chapter 8.3.

MODULE 4

FAIR PROCEDURES

Ground to cover	One of the most difficult decisions that has to be taken in a refuge is whether or not a woman who has broken the rules and agreements should be prematurely dismissed from the refuge. As such a step has serious consequences for clients and their children it is important to handle it with care and to respect and guarantee basic rights of clients.
Method	Role play "fair procedure", reflection, discussion, in-put trainer.
Time	Role play including preparation (40 minutes); Reflection, discussion, in-put trainer (80 minutes); Total: 120 minutes.
Notes for trainers	<p>The trainer asks the participants to take part in a role play. The following situation should be enacted: Maria and her two children have been living in the women's shelter for three months. Some days ago Maria went out late in the evening, leaving her children alone and not informing anybody. Maria has had troubles following refuge rules before and has now been told that she might have to leave the refuge. A meeting is taking place to discuss the issue at hand; Maria attends the meeting with her friend Sandra, who also lives in the refuge.</p> <p>Roles: - Maria; - Sandra, her friend; - Two refuge workers (they can decide which function they have); - Two coaches; - Observers;</p> <p>The actors get 10-15 minutes time to prepare themselves for the play in two groups supported by a coach. One group consists of Maria, Sandra and one coach, the other group of the two refuge workers and the other coach. The observers take the task to prepare the room where the meeting will take place.</p>

MODULE 4 FAIR PROCEDURES

<p>Notes for Trainers</p>	<p>After the role play the trainer directs the reflection by asking one actor after the other about their experiences, starting with the participant who played Maria, followed by the actor of Sandra and then the others. At the end the observers are asked for their feedback.</p> <p>The reflection should answer the following questions:</p> <ul style="list-style-type: none"> ▪ How did I experience the meeting? ▪ How did I feel? ▪ Am I satisfied with the result? ▪ What do I like, what do I not like? ▪ What did I miss? ▪ What should be done differently? <p>After the reflection period and a break the facilitator should discuss the following with the group:</p> <ul style="list-style-type: none"> ▪ Was this a fair procedure? ▪ What was fair, what was not fair? ▪ What was missing? ▪ How should a fair procedure be organized?
<p>Material</p>	<p>- Manual "Away from Violence" Chapter 8, Community life in the refuge - chapter 8.3.</p>
<p>Handout</p>	<p>- Handout 42: Fair procedures.</p>

MODULE 5

COMPLAINT PROCEDURES

Ground to cover	<p>Service users should have the right and option to complain to the refuge/service management if not content. This module aims to convey that every women's refuge should have complaint procedures in place and service users should know where and how they can hand in a complaint and how it will be dealt with. This is also an important part of quality management (see Topic 9).</p> <p>Participants should be encouraged to voice and discuss possible misgivings surrounding the issues and to develop an attitude to see complaints not as criticism of their work, but as important information that should be used to improve the service. It is important to recognize that it is legitimate if clients want better services, even if the agency is not currently in a position to provide them, for instance because of lack of resources.</p>
Method	Group work "complaint procedures", discussion, in-put trainer.
Time	<p>Group work (45 minutes);</p> <p>Discussion, in-put (45 minutes);</p> <p>Total: 90 minutes.</p>
Notes for trainers	<p>Participants are asked to form groups and to exchange their experiences regarding models of complaint procedures. They should also look at different levels at which complaints can be dealt with (by staff, by management, by the board, by an outside organisation such as an ombudsperson, etc.) and which complaint might belong to which level. The results should be listed on the flip-chart, presented, discussed and complemented by additional information by the trainer.</p>
Material	- Manual "Away from Violence" Chapter 8, Community life in the refuge - chapter 8.3.

TOPIC 9

PUBLIC RELATIONS AND AWARENESS-RAISING

OVERVIEW OF TRAINING MODULES

time
needed

Module 1	Basic elements of public relations-PR.	90 min
Module 2	Drafting a PR-Plan.	90 min
Module 3	Dealing with press and media.	90 min
Module 4	Awareness raising and campaigning.	90 min

Objectives

Public relations work is a constant task of every women's service. It reaches from providing information about the services (for instance by leaflets or via the internet) to carrying out awareness activities and campaigns. It is a management task to plan, carry out, and evaluate public relations activities regularly.

The target group for this part of the training are management, co-ordinators and staff responsible for PR work. A basic training on PR work should last at least one day and it is advisable to invite experts on the issue as trainers.

MODULE 1

BASIC ELEMENTS OF PUBLIC RELATIONS

Ground to cover	Before addressing "the public" or specific target groups there are certain pre-conditions to be fulfilled. In this module the pre-conditions for successful public relations in covering questions regarding corporate identity, positive, solution based self image, logo of the organization, etc. are discussed.
Method	Group work 2 - 3 participants, facilitated discussion with whole group.
Time	Group work (45 minutes); Discussion (45 minutes); Total: 90 minutes.
Notes for trainers	<p>Notes for trainers: Participants are asked to reflect on the following questions which will help in developing and/or reviewing the corporate identity of their organisation. They should be told not to worry if they do not find solutions during the exercise and should be encouraged to continue working on the issue back home in their organization.</p> <p>1. Name: does an agreement on name and acronym of the organization exist?</p> <p>2. Self Image: Positive self-image ("We, the refuge workers, are proud of our work") and a solution-based (vs. problem-based) approach are prerequisites for successful PR. The following questions will help in developing such a self image:</p> <ul style="list-style-type: none"> ▪ What makes your program and/or organization unique? ▪ How are your efforts making a difference in the community? ▪ What is the refuge, which services can it offer, when can the refuge be contacted? ▪ What is the understanding of the refuge workers and the responsible women of a women's refuge? What is a/our refuge, and what is it NOT? ▪ What are some of your most impressive accomplishments? ▪ What are some barriers or challenges that your organization has overcome? ▪ Are there any quotes from survivors, community members, allied agencies, or government people about your services?

MODULE 1

BASIC ELEMENTS OF PUBLIC RELATIONS

<p>Notes for trainers</p>	<p>3. Guiding principles are strongly connected to self image. What are key messages of your organisation? Can all members of the organisation identify with those messages? E.g. the Austrian Women's Shelter Network has one guiding sentence being: "There is never a justification for violence". This sentence appears on letters, emails, fact sheets, press releases;</p> <p>4. Logo, letterhead: does a logo already exist? If yes, show it to other group members or describe it, in case you do not have it with you. Discuss what you like and what you do not like regarding your logo. If you do not have a logo yet, develop, with support of other group members, some ideas. Often a simple solution is fine; logos can be reviewed over time and changed as well. A logo and letterhead is important to be more visible in public.</p> <p>5. Who are/could be contact people responsible for PR within the organization?</p> <p>6. PR tools: How does the organisation communicate with different target groups and the public? Is there a: Leaflet or brochure Website Annual reports News letters Others Do they reveal key messages and the self image you want to convey?</p> <p>7. Security and safety in PR work: What are the implications of giving information about the refuge in terms of safety and confidentiality (address of shelter, names of shelter staff in reports, etc.)?</p> <p>8. PR Plan: is there an annual PR plan identifying goals, target groups and strategies of PR work?</p> <p>Participants should then present to the group and try to agree on steps to be followed up in the organization (during staff meetings etc.).</p>
<p>Material</p>	<p>- Manual "Away from Violence" Chapter 9, Public Relations and Awareness Raising.</p>
<p>Handouts</p>	<p>- Handout 08: Table of Contents, public relations and awareness-raising. - Handout 16: Prerequisites for public relations - guiding principles of the organisation.</p>

MODULE 2

DRAFTING A PR PLAN

Ground to cover	For successful public relations, planning and drafting a PR plan is crucial. In this plan the target group(s), aims, the messages and methods, instruments and activities to reach the aims, as well as (simple) instruments for evaluation should be considered.
Method	Group work “Drawing a public relation plan”, presentation, in-put
Time	Group work: (45 minutes): Presentation of group work results and in put by facilitator: (45 minutes) Total: 90 minutes.
Notes for trainers	<p>Participants are asked to draft a PR plan for a women’s refuge, to identify aims and target groups (aims should be tailored to target groups), methods, means and activities to reach the aims as well as (simple) instruments for evaluation. Aims should be realistic and defined in a clear way so that it is possible to check if they have been reached or not, and why.</p> <p>Questions for participants:</p> <ul style="list-style-type: none"> ▪ Which target groups can be reached? (Prioritize which target group should be reached first?) ▪ Which should be key message for the target groups? What is the goal? ▪ By which means/instruments should this goal be reached? Prioritize the means/ PR instruments to be used. What methods have the highest multiplication factor in relation to our means? What (else) do you need to use these PR instruments? ▪ Draft a timeframe and outline the short term, mid term, and long term goals. ▪ Who could be responsible in your organization for carrying out the activities? What competences should this person have/acquire? ▪ Which activities need to be done regularly? ▪ What are the implications of giving information about our refuge in terms of safety and confidentiality? <p>The plan should be written on a flip-chart and presented to the others</p>

MODULE 2 DRAFTING A PR PLAN

Material	- Manual "Away from Violence" Chapter 9, "Public Relations and Awareness Raising".
Handout	- Handout 17: Public relations work - key messages and key instruments.

MODULE 3

DEALING WITH PRESS AND MEDIA

Ground to cover	The aim of this chapter is to raise awareness when dealing with the media and on developing strategies for continuous media work. Target groups are PR staff of women’s organizations, staff interested in developing PR skills and management. This module might also be carried out separately and involve only the individuals concerned. A public relations expert and/or committed journalist or media expert should be invited as co-trainer for this module
Method	Role play on “dealing with the media”, reflexion, in-put
Time	Role play: 15 minutes preparation, 15 minutes acting: together approx. 30 minutes. Reflexion of the role play and in-put by expert or trainer: approx. 60 minutes. Total: 90 minutes.
Notes for trainers	The facilitators asks their participants to engage in the role play. The roles are: <ol style="list-style-type: none"> 1. Hannah, a women living in the women’s refuge since some month. 2. Paula, an experienced refuge worker. 3. Ms Ear, a radio journalist coming to the refuge to conduct an interview.

MODULE 3

DEALING WITH PRESS AND MEDIA

<p>Role description</p>	<p>Situation The women’s refuge is celebrating it’s 10th anniversary. For the first time they have decides to invite a women journalist to the refuge and to give an interview for a radio program. The journalist has asked to talk to a women in the refuge too. Paula and Hannah are receiving Ms Ear, the journalist, and giving her an interview of about 15 minutes.</p> <p>Tasks for the other participants Each person in the role play is assignend one or two “coaches” to prepare the role play. The other participants are devided into three groups; each group is observing one person during the role play.</p> <p>Reflexion: The participant playing Hannah starts with the reflexion, Paula follows and Ms Ears is the: How did we prepare the interview? What were our goals? How did I (as Hannah, Pauls, Ms Ear) experience it? Why did I participate in the role play? What was my goal? What did I want to say (ask)? How did my messages (questions) come across? How did it go? What did I like what did I not like? What would I do differently next time? Was the broadcasting of the interview discussed? If yes, what questions were raise or agreements made? What could be necessary as a follow-up of the interview?</p> <p>After the reflection of each role the observers give their feed back.</p> <p>At the end the media expert comments on the role play, identifies good and weak points and gives recommendations.</p>
<p>Handouts</p>	<p>- Handout 18: Dealing with the media.</p>

MODULE 4

AWARENESS RAISING AND CAMPAIGNING

Ground to cover	This module aims to encourage participants to get involved in campaigns, gives an overview of campaigns and international days against violence and helps planning to implement such activities.
Method	In-put, Group work, discussion
Time	In put: (15 minutes); Group work: (30 minutes); Presentation and discussion: (45 minutes); Total: 90 minutes.
Notes for trainers	<p>The module starts with an input by the trainer about existing campaigns and on openings for international campaigns as e.g. international day against violence on 25th November, international women's day 8th of March, 16 days against violence on women (25th November - 10th December), as well as involvement in CoE or UN Campaigns to stop VIOLENCE AGAINST WOMEN. In such a context, it is more likely that your press statement will be quoted, as the press has its "relevance" in a larger context. For this exercise the trainer can use the "16 days against violence" campaign as an example (see Handout 43).</p> <p>After the in-put participants are asked to form groups of 4 – 5, to exchange experiences about actions they carried out during the last 16 days campaigning and to brainstorm for the next 16 days against violence:</p> <ul style="list-style-type: none"> ▪ Groups involved, existing contacts,. ▪ What issue does the women's shelter want to raise? ▪ Goals, target groups, ideas and activities. ▪ Is there a long term perspective to the campaign, for instance with different target groups. E.g. flag of Terre des Femmes gets hoisted every year by another target group (municipalities, schools, Parliament, ...); ▪ What are other campaigns/activities that can be used? E.g. silent witness campaign (see example in Manual "Away from Violence" p. 83, or Handout 44); <p>Participants present their results in the group.</p>
Material	- Manual "Away from Violence" Chapter 9, "Public Relations and Awareness Raising"
Handouts	- Handout 43: Campaign 16 Days of Activism Against Gender Violence. - Handout 44: The Council of Europe Campaign: Stop Domestic Violence Against Women.

TOPIC 10

NETWORKING AND CO-OPERATION

OVERVIEW OF TRAINING MODULES

**time
needed**

Module 1	Network of women's refuges at national level.	90 min
Module 2	The European network WAVE.	90 min
Module 3	Measures of the Council of Europe to eliminate violence against women.	105 min
Module 4	Founding a multi-agency forum in our town/region.	180 min

Objectives

Co-operation among all agencies involved is a very important strategy to ensure effective prevention and adequate support of women victims of violence. As stated in the Council of Europe recommendation on the protection of women against violence (2002), all measures should be co-ordinated nation-wide and focus on the needs of the victims. Women's refuges and other services for women victims of violence play a key role in multi-agency co-operation since they work intensively with victims and are most familiar with their needs. Moreover they are experts in assessing risk and in safety planning, and their knowledge and expertise is very valuable for other agencies and crucial when it comes to the question as to what measures are needed to prevent further violence and to protect victims. Regarding work with perpetrators, it has become an international standard that programmes for perpetrators have to give safety of victims priority in their work and co-operate closely with women's support services (Respect 2004).

WAVE has carried out a DAPHNE project on multi-agency co-operation and has produced the Manual "Bridging Gaps. From good intentions to good co-operation" (WAVE-Network 2006) to promote multi-agency work.

Networking with other refuges and services supporting women victims of violence, at national and international level, is essential for improving services, developing and implementing good practice standards and creating new and innovative measures. Networking and multi-agency co-operation are indispensable strategies to prevent violence against women and protect victims, but they can not be realized without resources. Therefore the Council of Europe (2002:V) recommends that member states should promote "...networking at national and international level". National and regional governments should facilitate local networking and multi-agency by granting women's refuges and other services adequate resources for these activities and by promoting and funding national and international networks of women's refuges and other services.

This topic aims at sensitising participants to the importance of networking and multi-agency co-operation and supports participants in developing activities in this area.

MODULE 1

NETWORKS OF WOMEN'S REFUGES AT NATIONAL LEVEL

Ground to cover	This module aims at improving the networking of women's refuges at national level.
Method	Brainstorming on "status quo of networking in our country", discussion, in-put by trainer or expert from refuge network.
Time	90 minutes.
Notes for trainers	<p>The trainers ask the participants to engage in a brainstorming exercise along the following questions:</p> <ol style="list-style-type: none"> 1.What is the status quo of networking between women's refuges and other women's services in our country? What do we know about it? 2.What kind of information is missing? 3.Do we know models of networks of women's refuges in other countries? What do we know about them? 4.What should be developed/improved regarding networking of women's refuges in our own countries? 5.What is needed for networking? 6.What might be obstacles and how could they be overcome? <p>The trainer should note the results to each question on the flip-chart. This serves as basis for further information by the trainer or the invited expert from the refuge network.</p> <p>If there is a local/national network of refuges, the trainer or the invited expert should provide a Handout on structure, objectives, current activities and possibilities for participation.</p>
Material	- Manual "Away from Violence" Chapter 10, Networking and Co-operation.
Handout	- Handout 45: The Austrian Women's Shelter Network - AÖF.

MODULE 2

THE EUROPEAN NETWORK WAVE

Ground to cover	This module aims at informing participants about the European Network of women’s refuges and women’s services WAVE and encouraging them to participate and make use of information and material provided by WAVE.
Method	Brainstorming, discussion, input by trainer.
Time	90 minutes.
Notes for trainers	<p>The trainers should invite participants to a brainstorming regarding their knowledge about and experiences with the WAVE-network, by asking the following questions:</p> <ol style="list-style-type: none"> 1. What do we know about WAVE? 2. What would we like to know? 3. Do we have experience in joining activities of WAVE? What are they? 4. Who are the WAVE focal points in our countries? 5. Are we regularly informed about WAVE activities? How could the information flow be improved? 6. Are we acquainted with the WAVE website? Do we check it regularly? What is useful on the website, what should be improved? 7. How could we improve our co-operation with WAVE? <p>The trainers should note the results on a flip-chart and provide information about WAVE.¹</p>
Materials	- Information from the WAVE website: www.wave.network.org .
Handout	<ul style="list-style-type: none"> - Handout 46: Description of WAVE (Women Against Violence Europe). - If there is a local/national network of refuges, the trainer or the invited expert should provide a handout on structure, objectives, current activities and possibilities for participation.

¹ The WAVE office would be grateful for feedback on results of this exercise in order to improve its services

MODULE 3

PLANNING MULTI-AGENCY CO-OPERATION

Ground to cover	This module aims at exchanging experiences about multi-agency co-operation and providing know-how and information in this area.
Method	Group work "planning multi-agency co-operation", presentation, discussion, in-put trainer.
Time	Group work (60 minutes); Presentation of results, discussion, in-put trainer (60 minutes); Total: 120 minutes.
Notes for trainers	Participants are asked to form two groups, to exchange their experiences on multi-agency cooperation. The next step should be to develop and write down a draft for starting a multi-agency co-operation (how to start an initiative, target groups, common goals, working structures, obstacles, etc). The results should then be presented by both groups, followed by a discussion and in-put by the trainer.
Material	- WAVE Manual "Bridging Gaps" (Wave-Network 2006).
Handout	- Handout 47: The process of cooperation - steps to be taken.

MODULE 4

FOUNDING A MULTI-AGENCY FORUM IN OUR TOWN / REGION

Ground to cover	This module aims at reflecting on practical steps to organise multi-agency co-operation by engaging the participants in a role play.
Method	Role play "round table: violence free city", reflection, discussion, trainer's in-put.
Time	Role play (60 minutes); Reflection (120 minutes); Total: 180 minutes.
Notes for trainers	<p>The trainer distributes the handout describing the exercise "Round Table Violence Free City" and encourages participants to engage in the role play. This exercise foresees fifteen roles; if there are more or fewer participants in the training, the number of roles should be adapted.</p> <p>After the role-play, a reflection period of at least two hours should be scheduled, guided by the facilitator. Every participant should have a chance to reflect on the role-play. Special emphasis should be focused on participants who played the part of survivors, since their needs and interests are of the greatest importance for improving services and interventions.</p>
Material	- WAVE Manual "Bridging Gaps" (Wave-Network 2006).
Handouts	<ul style="list-style-type: none"> - Handout 47: The process of cooperation - steps to be taken. - Handout 48: "Round table VIOLENCE-FREE CITY".

TOPIC 11

QUALITY MANAGEMENT, DOCUMENTATION AND EVALUATION

OVERVIEW OF TRAINING MODULES time needed

Module 1	Developing and implementing quality standards.	120 min
Module 2	Client satisfaction evaluation.	90 min
Module 3	Documentation.	90 min

Objectives

Quality management and quality control are important instruments for delivering good quality services. The base of quality services are clearly defined indicators for quality in all areas of service delivery (the manual "Away from Violence" aims to define basis quality standards). It is advisable to invest time and resources to develop quality standards, to involve all relevant groups (clients, staff, association and board members, funding agencies etc.) in this process and to develop a quality manual. This should be part of the policy of every women's refuge/ service. Women's Aid England has elaborated quality standards for women's refuges in an open consultation process (Women's Aid Federation England 2007). Target groups for this part of training are refuge workers responsible for quality management and quality control as well as policy makers.

Quality standards for policy makers: The goal of offering good quality services to survivors of domestic violence can not only be achieved through good intentions - it needs adequate and timely resourcing as well as thorough, evidence based service planning. Governmental bodies responsible for funding services also have an obligation to establish quality standards in their work, such as providing comprehensive services, clear rules and procedures for applications, adequate and timely funding, constant development, evaluation and improvement of services based on knowledge from research and practice.

Documentation of person related data and internal statistics for reports is important but also might involve sensitive and confidential data. It is very important for a refuge to keep internal statistics in which all person-related data are made anonymous. What kind of details are collected and analysed and how detailed the data should be is basically up to the individual refuge - this should be gauged to the refuge's specific needs. Nevertheless aim of this module is to reflect on the data collection process in order to improve conviviality and privacy protection.

MODULE 1

DEVELOPING AND IMPLEMENTING QUALITY STANDARDS

Ground to cover	In this module participants should learn about quality standards and how to implement them in practice.
Method	Group work "minimum quality standards in women's refuges", presentation, discussion, in-put trainer.
Time	Group work (60 minutes); Presentation of results, discussion, in-put trainer (60 minutes); Total: 120 minutes.
Notes for trainers	The trainer asks the participants to form two groups and to <ul style="list-style-type: none"> ▪ Exchange if and what written standards exist in their refuge / service ▪ Develop a list of minimum standards for women's refuges and ▪ Discuss how standards should be implemented in every day practice. <p>The results should be written on a flip chart, presented to the others and discussed. The trainer provides additional in-put.</p>
Material	- Manual "Away from Violence" Chapter 11.1, Quality Management. - Women's Aid Federation England (2007): National Service Standards for Domestic and Sexual - Violence Core Standards, 2 nd Draft July 2007.
Handouts	- Handout 50: Women's Aid England - core standards underpinning all services. - Handout 51: Policies and procedures ensuring quality standards. - Handout 52: Quality standards in management.

MODULE 2

CLIENT SATISFACTION EVALUATION

Ground to cover	Client satisfaction evaluation is an important part of quality management. The clients of women's refuges are, in the first place, women and children using the service, but also co-operating agencies as well the general public, for instance in the field of public relation work. Participants should exchange and become familiar with methods of evaluating the client satisfaction.
Method	Group work "instruments for client satisfaction evaluation", presentations to the group, in-put by trainer.
Time	Group word (45 minutes) Presentation of results, discussion, in-put trainer (45 minutes) Total: 90 minutes
Notes for trainers	The trainer asks the participants to form small groups and to: <ul style="list-style-type: none"> ▪ Exchange experiences and ideas on instruments for evaluating clients satisfaction ▪ List possible instruments ▪ Discuss advantages and disadvantages of instruments <p>The results should be written on a flip chart, presented to the others and discussed. The trainer provides additional in-put.</p>
Material	- Manual "Away from violence" Chapter 11.1, Quality Management.

MODULE 3

DOCUMENTATION

Ground to cover	Documentation can be usually grouped into three categories: personal related data, internal statistics and reports. In this module participants reflect on their different needs for documentation and of its impact.
Method	Group work, presentation, discussion, in-put trainer.
Time	Total: 90 minutes.
Notes for trainers	<p>Short input by the trainer about data collection and documentation and guidelines for documentation (see Handout 19). Documentation of person related data and internal statistics for reports is important but also might involve sensitive and confidential data. It is very important for a refuge to keep internal statistics in which all person-related data are made anonymous. Which details are collected and analysed and how detailed the data should be is basically up to the individual refuge - this should be gauged to the refuge's specific needs.</p> <p>Participants are asked to either first draft questions for documentation (e.g. the list above and other information needed for funding) or to take the documentation form of their shelter and carry out an analysis of confidentiality and privacy protection according following questions¹:</p> <ol style="list-style-type: none"> 1. Why do I need this information? 2. Is my request of this information to the benefit of the client being asked to provide this information? 3. Who will have access to the information if it is requested and obtained? 4. What pieces of information will they have access to? 5. Why will those individuals be allowed to access this information? 6. What information was the client given about her rights to control the information that she chooses to give? 7. What information was the client given about her rights to control the dissemination of the information once she has given over her personal history? 8. Is the sharing of private information implicitly or explicitly a condition for service? 9. Is this information useful for the intended purpose without identifying the individual?

¹ By Julie Kunce Field (2007) Victim Confidentiality and Privacy and the Violence Against Women Department of Justice Reauthorization Act of 2005 (www.juliefield.com)

MODULE 3

DOCUMENTATION

<p>Notes for trainers</p>	<p>Discuss in group and plenary with other professional groups with whom you are in contact, how much information of the woman is given, in which form and does the woman have knowledge of it?</p> <p>Sharing of client information within a program or agency among professionals with identical confidentiality requirements should be governed by a "need to know" basis (Who needs to know information about the client? Why do they need to know? How much do they need to know?) Sharing of information outside of the program (including to outside agencies or individuals who might be perceived as helpful for the program or client) should be governed by a guideline of non disclosure without specific, informed client consent.</p>
<p>Material</p>	<p>- Manual "Away from violence" Chapter 11.2, Documentation.</p>
<p>Handout</p>	<p>- Handout 19: Documentation and analysis of confidentiality and privacy protection.</p>

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LIST OF CONTENTS, UNDERSTANDING THE PROBLEM - THEORETICAL BACKGROUND TO VIOLENCE AGAINST WOMEN

The causes of violence against women

Acts of violence against women are human rights violations

Violence against women in figures

Forms, patterns and impact of violence against women

- Violence also takes non-physical forms;
- Violence as trauma and destruction of the sense of self;
- Living in captivity;
- Identification with the aggressor - the Stockholm Syndrome;
- The close relationship between perpetrator and victim;
- Protecting migrant women from violence;
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- Women helping women;
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- Team work (and flat hierarchies);
- Participation and democratic structures;
- Right to self-determination;
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- 24 hour services;
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- Admission procedures;
- First phase of stay - Reflection period;
- Individual counselling and empowerment;
- Group work;
- Safety and safety planning;
- Self-defence;
- Legal aid;
- Support in financial matters;
- Support in housing matters;
- Support in health-related matters;
- Support in job-related matters and training;
- Migrant and minority women;
- Adequate services for women with special needs;
- Leaving the refuge;
- Support after staying in the refuge.

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Goals of services for children

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- Admission;
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- Team work;
- Authority and responsibility;
- Employees' rights;
- Positive management culture - consultancy in organizational matters.

Planning and implementation of management tasks

- Clear-cut assignment of duties and responsibilities;
- Good planning;
- Management areas in a women's refuge;
- Counselling and support;
- Working with children;
- Democratic structures and community life in the refuge;
- Internal communication, team meetings, association;
- Security;
- Personnel;
- Budget and fundraising;
- Internal administration;
- Co-ordination of volunteers and trainees;
- Public relations, networking, lobbying;
- Statistics, data compilation, evaluation and quality control;
- Policy, statements, development and long-term planning.

Staff and internal management

Principles of personnel management in a women's refuge

- Staffing levels;
- Work load and remuneration - risk factors;
- Work schedules.

Staff training

Further training of staff

- Train the trainer seminar;
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- Different types of volunteer work.

Financial planning

- Budget for setting up the refuge;
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- Safety and security measures;
- Technical security precautions;
- Security in temporary accommodation;
- Confidential addresses & anonymity;
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- Individual security plans and assessment of threats;
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Community life in the refuge

Refuge guidelines - rights and responsibilities

- Checklist for refuge guidelines;
- Modifying the rules;
- Right to freedom of choice;
- Fair procedures - hearing.

Forms of participation

- Refuge assembly;
- Children's assemblies;
- Organizational meetings;
- Refuge council;
- Conflict resolution team;
- Obstacles to participation;

Further aspects of communal life in the refuge

- Preventing violence;
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- Involvement in social change;
- Diversity;
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Public Relations and awareness-raising

- Providing information about women's refuges;
- Creating awareness of the problem;
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Networking and cooperation

- The role of women's refuges in networking and cooperation;
- Ways to promote networking and cooperation;
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Quality management, documentation and evaluation

- Quality management;
- Documentation;
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LIST OF CONTENTS, ADDITIONAL SOCIAL NEEDS, RECOMMENDATIONS

- 24-hour helplines;
- Non-resident counselling and support in addition to refuges;
- Long-term support and therapy;
- Support and protection of children;
- Withholding of custody and visiting rights for violent fathers;
- Migrant women and protection from violence - counselling and therapy in mother tongue; residence permit independent from respective husband, work permit and social benefits. residence permit on humanitarian grounds if no legal residence status;
- Women with disabilities - wheelchair compatibility in women's refuges. Measures to assist in special needs of women with sight or hearing impairments, and specially trained support personnel for women with mental disabilities;
- The unsuitability of inter-personal and family therapy as well as mediation in violent relationships;
- Work with perpetrators;
- Legal assistance and protection against violence;
- Intervention programs;
- The prosecution of domestic violence - the state, not the victim is responsible for bringing charges against the perpetrator;
- Guidelines for the work of the state prosecutor's office and the courts' special departments;
- Victims' assistance and support - providing support during court cases for women and children who have been subjected to domestic violence;
- Financial support and housing;
- Qualifications and work for women;
- Public relations and prevention;
- Prevention / Awareness-raising programs in schools and youth centres;
- Integral part of training and further training for professionals;
- Equality measures;
- National action plan - guaranteed implementation with participation of women's NGOs.

EXERCISE "MY OWN EXPERIENCE"

The facilitator asks the participants and recalls a situation in which you have experienced violence or witnessed violence. Be attentive to your own needs and check if you want to reveal the experience to others, e.g. if you want to communicate your memory only to your partner and not within a big group or not at all in this setting. If you choose to do so, relate the incident that came to your mind to the partner and vice versa. Thus one is telling the story and one is listening and supporting the self reflection by asking open, non-judgemental questions.

Questions for reflection on the incident

- What was the situation that came to your mind?
- What happened? What happened to you?
- How did you feel? What did you do in this situation?
- What strategy did you use to help yourself?
- Was there anybody around? Did you get support?
- Was it helpful or not? What was helpful? What was not helpful?
- What else would you have needed in this situation?
- Did you get support after the incident?
- How were people reacting? What was helpful?
- What was not helpful or even irritating or upsetting? Why?
- What else would you have needed?
- Whom did you tell about the incident? Whom did you decide not to tell and why?
- If you were injured or threatened during the incident - did you report to the police?
- If yes, how did you experience the police? What was helpful, what wasn't?
- If you did not report to the police, what hindered you from doing so?
- Were there any other agencies involved (hospital, ambulance, social services, etc.)?
- If yes, what was your experience with them?
- How did the experience affect you? What impacts and consequences did it have on you?
- How did you process and integrate it?

The listening partner should support the telling partner to end the reflection by

- Thanking her/him that she/he shared the story.
- Supporting to decide if he/she wanted to share the story with the whole group or not and - if yes - which parts he/she would like to tell.
- Encouraging her/him to get further support if the incident is still upsetting and by - asking what she/he would need before continuing - a glass of water, a short walk around the block, etc.

Such methods are important in order to "get out" of the story again, to re-gain some distance and to look at it as something that is over.

Method: Exercise in pairs, reflection in the whole group.

Time: exercise in pairs (30 minutes)
reflection in the whole group, plus and summary and in-put by trainer (60 minutes)
total: 90 minutes

EXERCISE: "VIOLENCE IN MY FAMILY - WHAT TO DO?"

Reflect upon the following story

You are living in a small town somewhere in Europe. Your sister and her family live nearby. Unfortunately, your sister's marriage is not going well and her husband abuses her. She is ashamed to talk about it, but everyone in the family knows. Her husband, your brother-in-law, is a member of the fire brigade in your municipality and everybody knows him. On one occasion, there is an especially grave incident, in which your brother-in-law abuses your sister so badly that their 13-year-old son calls the police. The police evict your brother-in-law from the dwelling, the incident is reported and legal proceedings are started against him. Your sister is frightened about the consequences and wants to stop legal proceedings.

Discuss this situation regarding to the following questions

- How would you react to this situation? How would you feel?
- What would you do to support your sister?
- What do you think would be helpful for your sister in this situation (from the side of the family)?
- What would be unhelpful and make the situation more difficult for her?
- What support would be helpful from outside?
- What would not be helpful?
- What kind of support would your nephew need?
- What should be done by whom and why?

After the group work, share your experiences and name the actions and efforts that would be helpful in such a situation, not only for the sister but also for other family members. The results should be visualised on a flip-chart.

ROLE PLAY NEGOTIATIONS FOR FUNDING

Short introduction

The goal of this exercise is to develop and try different strategies in form of a role play in order to get funding for a women's refuge.

Situation

Three members of the initiative "A women's refuge for our town" have an appointment with the mayor to present their project in the mayor's office. An assistant to the mayor (the advisor for equality issues, somebody from the social department - here the actors playing the mayor and her/his assistant can decide what function the assistant holds).

Roles: - 3 members of the initiative
- the mayor, the assistant
- observers

Notes for trainers

After the role play reflect on the situation played by asking the following questions:

- To the actors playing the members of the initiative:
- What was your goal for the meeting?
- What strategy did you follow?
- How did it go? Are you satisfied with your negotiations?
- Are you satisfied with the results? What did you achieve?
- What did you not achieve?
- What went wrong?
- What would you do differently the next time?

To the actors playing the mayor and the assistant

- What was your goal for the meeting?
- What strategy did you follow?
- How did it go? Are you satisfied with the negotiations?
- What did you achieve, are you satisfied with the results?
- Which arguments/strategies of the member of the initiative were convincing and why? Which were not convincing and why?
- What advice would you give to the initiative to be more successful and convincing?

EXERCISE: "MY AGENCY SEEN THROUGH THE EYES OF MYSELF AS A SERVICE USER"¹

One person should start reflecting and the role of the other is to support this person by asking the following (or other questions) and by writing down the results on a flip-chart as a map of positive and negative points in service provision. Then you should take turns.

Questions to be answered

- How would it be to use your service?
- Is it easy to find the telephone number and the address?
- How does the first contact look like?
- Is it easy to get an appointment?
- How do you find the address? Is it accessible to survivors with disabilities? Would you like the place?
- Who would open the door for you and how would the first encounter look?
- Is the place safe? Do you feel welcome?
- Do you have to wait, and if so, where?
- Can you bring the children; are there any childcare facilities?
- Is there information material, posters, leaflets indicating the agency is aware of the problem?
- Who talks to you first and in which setting?
- Is there a translator or native-speaking counsellor?
- Is there time and space for you, without disturbance?
- Can you talk to someone confidentially and without others listening?
- Does the person talking to you listen and try to understand without pressure and prejudices?
- What kind of help is offered to you? How concrete is the help?
- Would you be able to develop trust in the agency? Why? Why not?
- Are you referred to other agencies? Is that satisfactory?
- Are you helped to make contact? Is the contact made for you?
- Would you be satisfied with the service in general? Why? Why not?

Share then some of the group's experiences during discussion.

Try to take the results of this exercise back to your agency and to discuss it there or do the exercise together with your colleagues. This can be used as a regular instrument to improve service provision.

¹ WAVE-Manual Bridging Gaps (2006) Appendix - Exercises p. 96.

PREREQUISITES FOR PUBLIC RELATIONS - GUIDING PRINCIPLES OF THE ORGANIZATION

Different organizations may have different needs and existing basics. This will vary if the organization has already been in existence for a while or is newly set up. To consider "corporate identity" and to see that all refuge employees agree on pre-conditions for PR is crucial. Answer the following questions which will help in developing and/or reviewing a corporate identity:

1. Name: Does an agreement on name and acronym of the organization exist?

2. Self image: What is the refuge about, which services can it offer? What is the understanding of the refuge employees and that of the responsible women of a women's refuge? Positive self-image ("We, the refuge employees, are proud of our work") and a solution-based (vs. problem-based) approach are prerequisites for successful PR. The following questions will help in developing such a self image:

- What makes your program and/or organization unique?
- How are your efforts making a difference in the community?
- What is the refuge about, which services can it offer, when can the refuge be contacted?
- What is the understanding of the refuge employees and that of the responsible women of a women's refuge? What is a/our refuge, and what is it NOT?
- What are some of your most impressive accomplishments?
- What are some obstacles or challenges that your organization has overcome?
- Are there any comments from survivors, community members, allied agencies, or government people on your services?

3. Guiding principles are strongly connected to the self image. Review whether participants can agree on the key messages of the organization? Can all team members identify with those messages? E.g. the Austrian Women's Shelter Network has one guideline which is: "There is never a justification for violence". This sentence is included in letters, emails, fact sheets, press releases, etc. Tell participants not to worry if they do not find a solution and agreement during the exercise, but there should be time in follow-up team meetings for further reflection.

4. Logo, letterhead: does a logo already exist? If not, draft your ideas. Again participants should not worry if they do not find a solution and agreement during the exercise, but there should be time in team meetings for further reflection. Also, a simple solution is desirable; logos can be reviewed over time and changed as well. A logo, letterhead is important to be more visible in public.

5. When can the organization be contacted?

6. Who are/could be the contact person(s) responsible for PR within the organization? Maybe participants will have more concrete ideas after the end of this part of the training.

7. Brochures, folders, websites:

- What kind of information already exists and is "public"?
- Does a brochure already exist?
- Does a website already exist?
- Do they reveal the key messages and the self image you want to convey?
- Which activities need to be done regularly (such as an annual report)?

8. Security and safety: What are implications when providing information about our refuge in terms of safety and confidentiality (address of shelter, names of shelter staff in reports, etc.)?

Present the results of your discussion to the group and try to agree on steps to be followed up in the organization (during staff meetings etc.).

PUBLIC RELATIONS WORK - KEY MESSAGES AND KEY INSTRUMENTS

Draft a PR plan for a women's refuge, to identify aims and target groups (aims should be tailored to target groups), methods, means and activities to reach the aims as well as (simple) instruments for evaluation. Aims should be realistic and defined in a clear way so that it is possible to check if they have been reached or not, and why. The plan should then be written on a flip-chart and presented to the others.

Questions for discussion

- Which target groups can be reached? (Prioritize which target group should be reached first?)
- What should be the key message for the target groups? What is the goal?
- By which means/instruments can this goal be reached? (See checklist below). Prioritize the means/ PR instruments to be used. What methods have the highest multiplication factor in relation to our means? What (else) do you need to use these PR instruments? What would be realistic instruments to address certain target group and to your capacities? Coalition for PR work? Is there a women's network in your country that could help with PR activities?
- Draft a timeframe and outline the short term, mid term, and long term goals.
- Who could be responsible in your organization for carrying out such activities? What competences should this person have/acquire?
- What kind of activities need to be done regularly?
- What are the implications of providing information about our refuge in terms of safety and confidentiality?

Checklist on Public Relations key instruments¹

- Website;
- Regular newsletter;
- Press releases and newspaper articles;
- Press conferences;
- Information material, leaflets, flyers, folders;
- Press map (containing information on VIOLENCE AGAINST WOMEN and your organization);
- Data, fact sheets;
- Annual report;
- Radio, television and newspaper interviews;
- Sensitizing the media to the subject;
- Campaigns (e.g. 16 days against violence campaign, CoE Campaign 2006);
- Organization of events such as fund-raising parties, public exhibitions, marches;
- Stickers for buses, taxis, public transport;
- TV "advertisements";

¹ List adapted from Manual Away from Violence (2004) page. 80

- Posters for schools, youth hostels, hospitals, doctors, lawyers, social services, counselling centres, churches;
- Collaboration with politicians and other decision-makers;
- Participation in panels, expert meetings, conferences or political lectures;
- Acceptance of invitations by political parties, local associations, social organizations etc.;
- public speak-out (letting victims and relatives of victims talk publicly);
- Policy papers;
- Comments on legislation;
- Information of other women's NGOs, networking;
- Lobbying;
- Others.

DEALING WITH THE MEDIA

Two situations should be played (each about 10 Minutes):

1. Contacting the journalist, getting his/her interest; communicating the subject of DV
2. Interview with a survivor

Role description

Journalist: You are quite open to human rights issues, but you don't have too much knowledge on the issue of VIOLENCE AGAINST WOMEN. Deadlines are tight and the best thing that could happen to you is a good story. According to your opinion, legal questions should always be connected to a story in order to make it more interesting for people to read, but things have to be clear, fast and straight, facts, data and statistics are also useful for you.

Shelter staff: You want to announce something about your shelter (or another subject happening) or that human rights issues are also issues of violence against women. You don't want a tragedy to have to happen in order to get journalists interested. Actually, you are interested in regular contact with the media, but how? You decide to contact a journalist who has already written about human rights issues.

Survivor: You've already been staying in the shelter quite a while and are on the path to regaining some strength. You are eager to share your story with others in order to prevent violence and to express to others that there **is** a way out.

Observers: Take notes on what is happening, your own thoughts, ideas, impressions, give feed back.

Questions for first part of the role play

Journalist: What kind of information do you need? In which form should this information be presented. When did the shelter staff catch your interest, when not? What was helpful for you, what wasn't? How did you feel during the role play? What was the impression you got from the shelter staff?

Shelter Staff: How did you feel during the role play? What was your impression of the journalist? Were your ideas accepted? Which situation was difficult, which easy, what has, or could have helped?

Survivor/Observer: How did the communication look through the eyes of a survivor, or through the eyes of the observer?

Questions for second role play

Survivor: How did you feel during the role play? Was it as you would have wished, or different? Did you feel prepared for what happened? How did you feel after the role play? What was helpful and what wasn't?

Journalist: How did you feel during the role play? Was it as you would have wished, or different? Did you feel prepared for what happened? How did you feel after the role play? What was helpful and what wasn't?

General questions concerning communication, security and safety

What kind of information should be given to a journalist and which not? What kind of information is useful for shelter employees and journalists - how should it be presented?

What risks can occur when a survivor gives an interview (concerning anonymity, impact, perpetrator recognizes her, etc.)

DOCUMENTATION AND ANALYSIS OF CONFIDENTIALITY AND PRIVACY PROTECTION

Information

Documentation of person-related data, internal statistics which is important for reports but also might involve sensitive and confidential data. It is very important for a refuge to keep internal statistics in which all person-related data are made anonymous. Which details are collected and analysed and how detailed the data should be is basically up to the individual refuge - this should be gauged according to the refuge's specific needs.

Further, the manual "Away from Violence" highlighted the following areas of documentation¹ as a guideline

- How many residents (women and children separately) are in the house (on a daily / weekly / monthly basis)?
- How long do women stay?
- If it is their first (second, third, etc.) stay?
- How old are they?
- How many children do they have?
- How old are the children?
- Their marital status?
- Their relationship with the perpetrator?
- How long had the abuse been going on before they sought shelter in the refuge?
- The type of violence the women were subjected to?
- The type of violence the children were subjected to?
- How long had the children been abused?
- The circumstances of leaving the refuge (back to the perpetrator, new apartment, etc.)?

Statistics may also include data relating to

- The women's nationality;
- Their domicile;
- Their legal status;

However, the examples above are likely to be sensitive data. A lot of thought should be given to which data are made public and which data are kept solely for internal purposes.

¹ From Manual Away from Violence p. 93

Instruction for exercise: analysis of confidentiality and privacy protection

An analysis of confidentiality and privacy protection should help in decisions on whether to share private information that has been entrusted in confidence. Either first draft questions for documentation (e.g. the list above and other information needed for funding) or use the documentation form from your own shelter and look it through according to the following questions¹:

1. Why do I need this information?
2. Is my request for this information to the benefit of the client being asked to provide this information?
3. Who will have access to the information if it is requested and obtained?
4. What pieces of information will they have access to?
5. Why will those individuals be allowed to access this information?
6. What information was the client given about her rights to control the information that she chooses to give?
7. What kind of information has the client been given on her rights to control the dissemination of the information once she has given over her personal history?
8. Is the sharing of private information implicitly or explicitly a condition for service?
9. Is this information just as useful for the intended purpose without identifying the individual?

Discuss in group and plenary with other professional groups with which you are in contact, how much information about the woman is provided, in which form and whether the woman has knowledge of it?

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¹ By Julie Kunce Field (2007) Victim Confidentiality and Privacy and the Violence Against Women Department of Justice Reauthorization Act of 2005 (www.juliefield.com)

FACTS AND FIGURES ON VIOLENCE AGAINST WOMEN¹

Prevalence studies on violence against women carried out in European countries vary by methodology, sampling and definition of violence, and therefore are not directly comparable. Still one can get an estimation on the prevalence of violence against women: the results suggest a lifetime prevalence of physical violence against women in one fifth to one quarter of women and about one tenth of women who have suffered sexual violence involving force. The majority of violent acts are carried out by men. Figures for the prevalence of all forms of violence, including stalking, are as high as 45 per cent (Hagemann-White 2006).

The most recent study was carried out in **Italy** by ISTAT in 2006. "6 million 743 thousand women, between 16 and 70 years of age, are estimated as victims of physical or sexual violence during their lifetime (31,9 per cent of women in the considered age group). 5 million women were victims of sexual violence (23,7 per cent), 3 million 961 thousand women were victims of physically violent acts (18,8 per cent). About 1 million women were victims of rapes or attempted rapes (4,8 per cent). 14,3 per cent of women in a current relationship or in a previous one, were victims of at least one episode of physical or sexual violence by their partner. Considering only women with an ex-partner, percentage rises to 17,3 per cent. 24,7 per cent of women were victims of violent acts by another man. While physical violence is more frequently perpetrated by partners (12 per cent, as opposed to 9,8 per cent), the opposite applies to sexual violence (6,1 per cent, as opposed to 20,4 per cent), and this is mainly due to sexual harassment. The difference is almost negligible as far as rapes and attempted rapes are concerned".

A study carried out in **Germany** in 2004 by Müller and Schröttle showed that 40 per cent of women older than 15 had experienced physical and/or sexual violence. 37 per cent of the women had experienced physical violence, 13 per cent sexual violence independently of the relationship between victim and perpetrator. 25 per cent of physical and/or sexual violence, 23 per cent of physical violence and 7 per cent of sexual violence happens in intimate or partner relationships. Müller and Schröttle also gave information on the data of European prevalence studies (see table at the end of the handout):

A large-scale **French** prevalence study (2003) showed that 17 per cent of the women interviewed had been subjected to physical violence and 5 per cent of women to sexual violence over the last 12 months (in Schröttle, Müller 2004). Young women in the age group 20 to 24 were twice as vulnerable to partner abuse as women over 45.

In **Lithuania**, in a study by Reingardiene (2002, 2003), 23 per cent of women responded to having experienced physical and/or sexual violence in their current relationship, 46,3 per cent of women in their previous relationship. (Schröttle, Martinez 2006a).

According to the **Finnish** study (1998) by Heiskanen, Piispa, 40 per cent of adult women have been victims of male physical or sexual violence or threats after their 15th birthday, 14 per cent in the course of the last 12 months. The lifetime prevalence (after the 15th birthday) of having experienced male physical

¹ Adapted from: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna, see pages 14-16.

violence was 30 per cent and the corresponding one-year figure was 7 per cent. 20 per cent of the women interviewed were living with their husbands or partners and had suffered physical or sexual abuse or the threat of death by their partner, 45 per cent by their previous partner. Moreover, 6 per cent had actually suffered violence at the hands of their partners during the preceding twelve months, 19 per cent by their previous partner (in Schröttle, Müller 2004).

According a study carried out in **Sweden** by Lundgren, Heimer, Westerstrand, Kalliokoski (2001), almost every second woman, i.e. 46 per cent, has been subjected to violence by a man since her fifteenth birthday. 56 per cent of all women have been sexually harassed. Nearly one woman in four between 18 and 24 years of age has been subjected to violence in the last year (last 12 months period).

The following studies are also described in the Manual "Away from Violence": In **Britain**, it is estimated that 48 per cent of all female murders are the result of women being killed by their partners, compared with 6 per cent of male victims of homicide (WAFE, February 1998,1). On average, two women per week are killed in England and Wales by their partners/ex-partners (Mirlees-Black, 1995).

A 1997 **Portuguese** study revealed that 43 per cent of acts of violence were committed within the family. A **Belgian** study in 1998 indicated that 68 per cent of women had been the victims of physical or sexual violence (European Women's Lobby, 2000). Data from the first **Greek** national study involving 1,200 women aged 18 years or older show that 36 per cent of them have suffered physical abuse from their husband or partner (KETHI, 2003), and data from the first **Spanish** national survey on domestic violence conducted in 1999 and involving more than 2,000 women aged 18 years or older show that 14.2 per cent of them have been victims of domestic violence at least once, and that 4.2 per cent are repeatedly abused (The Lancet, 2000).

In the **Dutch** study (1997), 65 per cent of the female respondents who spoke about their experiences of abuse by their current partner said that they had been subjected to mild forms of violence, 26 per cent to moderate violence and 7 per cent to severe violence. Two per cent said they had been subjected to very severe violence. However, these figures changed significantly in relation to previous relationships. Here, 33 per cent had suffered severe abuse, 21 per cent moderate abuse and 23 per cent mild abuse.

A **Swiss** study carried out in 2003 by Daniela Gloor and Hanna Meier corroborated the high percentage levels above. In the survey of just under 1,800 patients in a gynaecology clinic in Zurich, one respondent in ten said that she had suffered violence in the previous twelve-month period. The highest proportion of perpetrators was accounted for by the partners (7.9 per cent). More than three quarters of the respondents (76.8 per cent) said that they had at least once been subjected to physical abuse and infringement of their personal freedom by a person in their immediate social environment since the age of fifteen (Gloor/Meier 2004).

Knowing the prevalence of interpersonal violence is one important step towards intervention and prevention as well as to set up prevention and intervention programs especially for policy makers. Germany, Finland, and Sweden show the highest prevalence rate of 40-46 per cent, which might also be due to country differences in taboo and reporting of violence (Martinez, M./ Schröttle, M. et al. (2006b).

Thus results of prevalence studies; despite their difference in methodology, sampling and definition of violence; show violence against women as a severe and pervasive human rights violation across Europe and throughout the world (Bräutigam 2006). Domestic violence also costs society as a whole, not only the women who are abused. A study carried out by Sylvia Walby shows that domestic violence costs the U.K.

£23 billion a year, including over £3 billion for state services, such as the criminal justice system, emergency housing and health care; £3 billion in lost economic output; and £17 billion in human costs (Walby 2004).

References to all studies mentioned can be found in the reference list as well as in the information/research section of the WAVE database for download.

FORMS AND PATTERNS OF VIOLENCE AGAINST WOMEN¹

Domestic violence against women and children does not consist of individual acts of violence. It is a pattern of physical, psychological, sexual and social/financial violence. The children of women victims of violence are always affected by the violence, either directly or indirectly or both; thus violence against the mother is also violence against the children.

Physical violence

Physical violence ranges from "just a slap in the face" to manslaughter, attempted murder and murder. It includes any form of abuse, such as pushing, kicking, beating, pulling the victim's hair, burning her, pushing her out of the window, abusing her with objects, wounding her with weapons, etc. This may cause injuries such as bruises, contusions, lacerations, teeth knocked out, fractures or cuts, which may be life-endangering and lead to permanent impairment. Women are abused by violent partners also during pregnancy, which may result in complications or miscarriage. Injuries due to abuse are often found on the head, neck, throat, breast and lower abdominal regions.

Psychological violence

This includes:

- Isolation;
- Threats, bullying and intimidation;
- Harassment, persecution, terror;
- Coercion, use of force;
- Insults, humiliation, defamation;
- Economic violence, abuse of dependence situations;
- Damage to property, cruelty to the victim's pets, etc.

Examples

Threats, bullying and intimidation are frequent forms of psychological violence. Typically, threats and bullying include statements such as: I'll kill you if you leave me; I'll kill the whole family if you call the police; you'll pay dearly if you tell anybody; I'll take the children away; the welfare officer will take the children away from you; nobody will believe you anyway; if you call the police you will be deported; etc. Abusers may also threaten to injure third persons (children, relatives) or to torment pets in order to get what they want. Threats and intimidation even make physical violence unnecessary, so to speak, because the fear of it is frightening enough. As a result, the victims live in constant fear.

¹ Adapted from: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna, see pages 14-16

Control, harassment and psychological terror, such as repeated phone calls, phone calls during the night, threatening letters, spying on the victim and persecution of her at work and at home: Such forms of violence are also referred to as stalking. They are used both within relationships to maintain control over the victim and to intimidate her, and also during the separation stage or after separation. Victims are often persecuted, harassed and threatened for months or even years after the end of the relationship.

Insults, humiliation and defamation aim to destroy the victim's self-confidence and mental health. In the course of time, the woman concerned will cease to have faith in herself, her worth and her identity and will no longer believe that she has any rights and may take decisions herself. This kind of violence includes exposing the victim to ridicule and making insulting comments about her appearance or her character. Typical humiliating statements are that the woman is mad or mentally ill, that she is making things up or that she is in danger of committing suicide. Abusers often say this to distract others from their deeds and to present the woman herself as a problem.

Economic violence refers to inequality in the access to and control of the family's resources. This may mean that the husband's maintenance payments are insufficient and/or that he makes a secret of his income, his property and his expenses.

Isolation is a central strategy that violent partners use in order to maintain control over their victims, to weaken them and to prevent them from seeking help. Typical methods of isolation include denying a woman any contact with her relatives or friends, shutting her in at home, forbidding her to leave the house alone, forbidding her to use the phone, taking away her mobile phone, cancelling phone contracts, taking away the car, etc.

Sexual violence includes any sexual act or sexual behaviour which a woman is forced to engage in or which is imposed upon her. Sexual violence is an act of violence and not a result of a sexual drive that cannot be controlled. Examples of sexual violence include: rape (forced vaginal, oral or anal penetration), penetration with objects, forcing a woman to perform sexual acts that she regards as degrading or humiliating, forcing her to watch pornography, etc.

Summary

It is difficult to talk about violence one has had to suffer, in particular sexual violence. Agencies that provide help must be aware of this and cannot take it for granted that victims will readily talk about their abuse or even go into great detail. It is essential to be sensitive towards victims, to acknowledge the fact that they did decide to take steps for themselves, and to encourage them to talk about violence. This requires a relationship of trust. The women concerned must be sure that the information they provide will not be misused or even used against them.

Patterns of violence - power and control

Violent partners usually exert several forms of violence: Physical and sexual violence are also expressions of psychological violence. Physical violence leaves traces in the form of injuries which may betray the abuser. Therefore, violence is often deliberately used in a way that avoids visible injuries. For instance, women are beaten with wet cloths or hit on body parts that are covered by clothing. A frequent

strategy is to use violence in situations where no witnesses are present. The abuser then denies having been violent and says, for instance, that the victim has inflicted any injuries herself.

In some violent relationships, the partner does not use physical violence. In such cases, it may be particularly hard for the victim to prove the abuse. Some of the women affected say that their partners stopped using physical violence after they had been reported to the police or after they had taken part in a programme for abusers, but that they continued to use psychological violence.

In most cases, violence against women and children is not an isolated act, but an ongoing strategy that aims to secure a hold on the victim. Thus, a relationship of violence exists, the goal of which is to have power and to exercise control so that the victim will be subservient to the abuser and cannot escape his influence.

Thus, the problem of domestic violence against women and children is characterised by relationships of power and violence, with varying degrees of intensity. It is of central importance to look into each individual case and find out which forms and strategies of violence are used, how much power the violent partner exercises, and which opportunities, if any, the victim has to take steps against this or to escape the violent relationship.

REASONS: WHY DOESN'T A VICTIM LEAVE HER VIOLENT PARTNER?

Unfortunately, the problem of violence against women is still marked by myths and prejudices in our societies. The tendency to blame the victim for what has happened is not only a typical strategy of abusers to justify the abuse, but is an attitude that is also common among the general public and also among representatives of relevant institutions. A question frequently asked in this context is, "Why didn't the abused woman leave the perpetrator and why did she go back to him after a separation?" Such questions are not always aimed at understanding the situation of the abused, but often include an implicit reproach or prejudice, i.e., that the victim is actually seeking violence and wants it. Therefore, it is important to understand that a survivor never stays in a relationship because of the violence she experiences, but in spite of it. Each situation is unique, and it is essential to take the individual situation of each survivor of violence into account and to respond in a sensitive, empathetic way in order to understand the situation and to empower the victim. The paragraphs below list a number of typical reasons why women who suffer violence do not leave their partners. A central reason, i.e., the bond established with the violent partner (the Stockholm Syndrome), has already been described.

Separation is a difficult process that takes time

Leaving a partner is a difficult process for anybody, and it takes time. Marriage and family are concepts of high social value, and the decision to end a relationship is not taken easily. You ponder the pros and cons; you do not carry through the separation, but try again to continue the marriage or relationship. The more bonds there are that tie a couple to each other, e.g., children or joint property, the more difficult it is to end the relationship. Women, through cultural and social rules, are educated to endure a great deal. In families where traditional, patriarchal values play an important role, women have very little freedom to leave their partners and to lead independent lives. Thus, the way in which a woman affected by violence will take a decision (i.e., by attempting separation, then returning to the partner) is by no means unusual, but rather is a normal process. Often, the woman concerned is under great pressure by her own or her partner's family, or both families, and is urged to give her spouse another chance and to make it up. In many cases, a definitive separation only takes place after several attempts have failed and if the woman can no longer hope for a change for the better.

The wish to put an end to the violence, not to end the relationship

Many abused women do want their partners to stop using violence but do not want to leave them. This is a legitimate wish that has to be respected. Every woman has the right to decide for herself whether or not she wants to end a relationship. It is a personal decision that has to be acknowledged by her environment, and also by the agencies involved. If a woman who has suffered violence decides to continue the relationship (for the time being), this does not mean that she has to put up with violence as well. The point is to ensure the cooperation of all the agencies that are concerned with the problem in order to provide the best possible support and empowerment of the woman in question and to prevent her partner from continuing to use violence. The goal of services and multi-agency initiatives should not be to demand of the survivor that she end the relationship, but to engage in putting an end to violence.

Lack of resources and lack of options

A lack of resources and housing problems are important reasons why many victims do not end a relationship. A separation may mean that the woman will lose her job, or that the children have to change kindergartens or schools. In many countries, it is very difficult or impossible for single mothers with low incomes to find a place to live. Many countries do not have shelters or the shelters do not have enough room to accommodate all the women who need help. Often, women do not get financial support or assistance to help them re-enter the labour market; thus the situation is precarious for them and their children. Many fathers do not pay alimony voluntarily and have to be sued for maintenance in lengthy proceedings. Mothers frequently do not get any maintenance payments for themselves or their children.

Fear of further violence: Separation is a high-risk situation

Fear of further violence plays an important role in women's decisions to stay in a violent relationship. As described above, it is at times of separation or divorce that the most egregious acts of violence are committed. Thus, separation often does not mean the end of violence, but ushers in a further aggravation of it. The workers in intervening agencies have to be aware of this risk and must not advise a woman without careful consideration to "simply leave her partner". There is no simple way out of a violent relationship. During the separation phase, women need special encouragement and active support and protection to ensure their safety.

Feeling responsible for the family

Many victims of violence, in spite of their difficult situation, are surprisingly strong in managing their lives, although they play subordinate roles in their relationships. Women feel responsible for the family, for the children and also for the husband. Therefore, they attempt to improve the current situation and to motivate their husbands to change their behaviour. Thus, they also play the role of social workers for violent men, so to speak. They are not only victims, but their role is also to ensure the bonds between and the well-being of all the members of the family. As a result, these women are in a situation that is paradoxical in several ways: As victims, they should fight against the violence and report it to the police; as wives, they should be loyal to their husbands and evade negative consequences. They should protect their children from violence, but also make it possible for the children to have contact with their fathers. In fact, they are confronted by their families and by society with contradictory requirements which they cannot fulfil, and this places them in a hopeless dilemma.

The scars of violence

As has already been indicated, violence profoundly affects the physical and mental health of victims. In her book, *Trauma and Recovery* (1992), Judith Lewis Herman, a psychiatrist and psychotherapist, points out that the survivors of violence need intensive help and support in order to recover and to heal. People who have experienced violence can start to heal only if they are in safety and are no longer exposed to violence. Therefore, the first and most important goal of anyone who helps victims of violence must be to create a situation of protection and safety.

Lack of help or inadequate help

Absence of, or inadequate, help is a frequent reason why victims stay in or return to abusive relationships. They do not know where they might find help or they are frustrated in their attempts to obtain support. Still, they do seek help, often desperately, as is shown in a study carried out in the USA: 85% of all women who were killed had called the police at least once in the past (Sherman and Berk 1984).

There are more reasons than those described above that make women decide to stay in abusive relationships. These reasons are different in each individual case, and it is important to understand and respect them. Of course, victims of violence should at the same time be encouraged not to go on enduring violence any longer. It is essential to see that a separation always requires a great deal of courage and readiness to take risks, and that the women concerned are likely to face additional social problems. Effective, intensive support by third parties is very important for women and their children so that they can disentangle themselves from abusive relationships.

Reporting domestic violence is a taboo

A special feature of violence within families is that the abuser and the abused have a very close relationship and that they might tend to cover up what is happening. The fact that the victim acts as an "accomplice" of the abuser is normal in the context of domestic violence. This is a special situation which the police and the courts must not fail to take into account. Here, the picture may be different in many respects from that presented by violent acts committed by strangers. While the victim of violence by a perpetrator from outside the family tends to report the offence to the police and give evidence as a witness, the victim of domestic violence, because of her close relationship with the perpetrator, cannot be expected to cooperate readily with the prosecuting authorities. All of us know such protective attitudes from our own families; they are by no means unusual.

There is a taboo against reporting a member of the family to the police. Let's imagine that we have been beaten and injured by our own brother or sister. Would we go to the police and report them? Most likely, we would try to solve the problem ourselves and only if the violence continued would we turn to a friend or relative. A study in the British Crime Service revealed that more than 50% of victims did not tell anybody about the violence and only 9% reported the violence to the police (Mirrlees-Black 1999:54).

As a result of a strong feeling of loyalty and fear of further violence, victims are often hardly able to pay heed to their own safety. They have to do what is in the interest of the abuser and/or the family and it is impossible for them to consider their own needs to any great extent. Again: Planning for safety and encouraging victims to take their own safety into account are important strategies when providing help to victims of violence.

High probability of re-victimisation and manipulation of the victim

It is important to bear in mind that abusers in a family are very likely to repeat their violent acts. The probability of repeat offences rises if the negative consequences or sanctions of former violence have been small. Perpetrators will not stop committing acts of violence of their own accord: In most cases, interventions and sanctions by third parties are necessary to prevent further violence. It is also a feature of domestic violence that the abuser has easy access to his victim: She frequently lives with him.

Thus, the risk of re-victimisation is especially high. Victims of violence by strangers will usually try to stay away from their abusers, while it is much more difficult for victims of domestic violence to protect themselves and to evade the perpetrator. For instance, children have to see their father because of visitation rights, and women are often forced to keep contact with the abuser even after a divorce or separation.

A perpetrator in the family has many possibilities to influence the victim. He may prevent her from making a statement, or persuade her to refuse to give evidence or even to make a false statement that harms her case. In criminal proceedings, the victim is often the only witness of the violence, and she will frequently be powerfully influenced by the abuser and also by his family.

Because of the abuser's close ties to the abused, it is difficult for the victim to take steps against the perpetrator such as calling the police. This, in turn, strengthens the abuser's position, and the risk of sanctions is small. Perpetrators use the control they have over their victims, and often prevent them from seeking help. They exert pressure and convince or coerce the victims not to make statements or to withdraw reports to the police. It is difficult for victims to refuse to give in.

Perpetrators within a family often use their victims as buffers in order to avoid sanctions. They place their victims between themselves and the prosecuting authorities, so to speak. Victims may be induced to act to the advantage of the abuser (see the section on the Stockholm Syndrome). This may be harmful for the victims themselves, as they eventually come to be regarded as untrustworthy, and they even risk being prosecuted themselves for making false statements. Such behaviour by victims is often regarded as paradoxical or even masochistic, because the underlying strategies of the abuser are not recognised. It is rather assumed that the victims voluntarily act in such a senseless way. However, their behaviour does make sense if the interests of the abusers are taken into account.

Committing violent acts that remain in the private sphere makes it easy for the abuser to prevent interventions, to make light of the violence or to insist that he is not a danger to the public. Therefore, it is essential for each country to have effective laws that ensure protection from violence and that permit the police and the courts to intervene and protect the victims in their own homes. The new protection against violent acts adopted in Austria and Germany are good examples in this regard, as they make it possible for the police to order violent spouses or fathers out of the home (see Appendix, models and examples). It is also extremely important that the police and the prosecutor's office meticulously collect evidence, since the victim might not be willing to testify in court or her testimony might not provide enough evidence.

Prejudice prevents effective steps against violence

In cases of domestic violence, social prejudice - especially prejudice against the victims - is still strong and takes many different forms. Typical views in this context are that the victim behaved in a way that provoked the violence, that the victim is to blame for the violence, that the victim has made up a story of violence in order to harm her husband in a divorce suit, etc. The victims are also criticised for enduring violence over many years and for not reporting the abuser to the police - or they are criticised for the opposite: calling the police too soon. Domestic violence often continues to be regarded as less serious than violence in public - also by the prosecuting authorities. The share of domestic-violence-related proceedings that are dismissed is high. A relevant study indicates that, in Austria, only one out of seven reports leads to a conviction (Haller 2002).

Survivors of domestic violence are often accused of inventing acts of abuse in order to improve their position in divorce suits, and they are often regarded with extreme suspicion, in particular by the prosecuting authorities, which makes it difficult or impossible for them to trust the police and the courts. This, in turn, helps the perpetrator. Therefore, it is important to orient ourselves toward facts and not prejudice. There is no empirical evidence corroborating the assumption that false reports are frequent in cases of domestic violence, or more frequent than in other cases. On the contrary, as a representative study carried out by Monika Schröttle in Germany indicates, it is highly probable that violent acts will not be reported to the police and that the victims will not tell anybody what they have suffered, or that they will not tell everything (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth BMFSF (2004)). A consequence of prejudice is that workers in relevant institutions fail to grasp what has actually happened, that they overlook or neglect important facts, in particular with regard to risk factors that are indicative of the dangerousness of the abuser, or that their interventions are unprofessional. Thus, it is of great significance for workers in agencies to understand and reflect upon their own prejudice.

Zero tolerance: a clear position towards abusers tolerance

A clear position towards abusers: People who commit acts of violence within their families are not easily identified as violent by other people. The majority of abusers will use violence "only" in the domestic sphere. Outside their families, they may appear to be inconspicuous and often even very nice and friendly. When we refer to abusers often a picture of brutal men and "typical" criminals comes to mind. Perpetrators who resemble this picture are more often prosecuted by the police and the courts than people who seem to fit in, who are eloquent and appear to be calm and composed. However, individuals who commit acts of domestic violence are found in all social classes. Some of them have criminal records, but many of them have never been convicted or reported to the police and have regular jobs.

Men who use violence against women and children in the domestic sphere often espouse the traditional role model of the man as the master of the house who has the final say and may treat his wife and his children as he pleases. Many abusers do not recognise that what they are doing is wrong. On the contrary, they feel that they are right, and blame the victims, society or the laws for the offences they have committed.

Domestic violence has long been regarded as a private matter, and the privacy of the family has protected the abuser from criminal prosecution. Therefore, the intervention of the State is crucial in the context of violence in the family, as it sends a signal to the abuser that violence is not tolerated and will have negative consequences. Effective laws that are actually enforced, as well as intensive support of the victims, are necessary to eliminate violence.

Central principles against violence include the following:

An act of violence is a criminal offence and must not be tolerated.

An act of violence is never justified; there is no excuse for violence.

The abuser is the one who is responsible for acts of violence and he must face consequences.

BUILDING AN INTERVENTION CHAIN TO PREVENT VIOLENCE AND PROTECT VICTIMS

States have an obligation to exercise due diligence to prevent, investigate and punish acts of violence, whether those acts are perpetrated by the state or private persons, and provide protection to victims (Council of Europe 2002). In order to be able to fulfil this obligation, states need to have evidence based, comprehensive and co-ordinated policies in place, including adequate resources for effective implementation, monitoring and evaluation. The main goal of a comprehensive and co-ordinated policy is to establish a well functioning "Intervention system" or "Intervention chain" focused on the needs of the victims. According to the Council of Europe, "all relevant state institutions as well as non-governmental organizations should be associated with the elaboration and the implementation of necessary measures." (Council of Europe 2002, Para I.3).

Elements for a comprehensive policy and necessary links in the intervention chain¹

- Link 1: Inform victims/survivors/the public by means of ongoing campaigns, 24-hour toll-free helpline for women victims of violence;
- Link 2: Identify the problem - guidelines and training for health and social services staff and educators in schools and kindergartens;
- Link 3: A network of women's shelters, one shelter place per 7,500 inhabitants;
- Link 4: A network of women's crisis centres and outreach services; Special services for migrant and minority women;
- Link 5: Effective protection and support by the police;
- Link 6: Proactive services/intervention centres;
- Link 7: Effective support for all children victims of DV;
- Link 8: Measures of protection in civil law;
- Link 9: Legal and psycho-social support in criminal proceedings;
- Link 10: Measures to protect victims in criminal law;
- Link 11: Protection for immigrant women, independent residence permit;
- Link 12: Intensive support and effective protection for high-risk victims;
- Link 13: Effective interventions for perpetrators to stop the violence;
- Link 14: Housing programs and financial support for victims;
- Link 15: Regional multi-agency initiatives as linkage of services at the structural level.

¹ From: Rosa Logar (2007): Tried and tested: protecting and supporting victims, Power Point presentation at the Conference of National Focal Points and Joint Meeting of National Focal Points and Contact Parliamentarians 4-5 June 2007, Council of Europe, Strasbourg, Palais de l'Europe

MEASURES OF THE UNITED NATIONS

The United Nations have taken numerous substantive measures and declarations for the promotion of women's right. Those measures are tightly tied to historic developments, especially to actions taken by the Commission on the Status of Women (CSW) and also to actions by active NGOs and the Civil Society. In the following handout the milestones towards women's human rights and tackling violence against women will be highlighted in chronological order:

1. Commission on the Status of Women - founded in 1946;
2. First Women World Conference in 1975;
3. CEDAW 1979 ;
4. Second Women's World Conference in Copenhagen in 1980;
5. Third Women's World Conference in Nairobi in 1985;
6. CEDAW - General Recommendation 12 (1989) and 19 (1992) on Violence against Women;
7. Vienna Declaration against Violence at the UN Human Rights Conference in Vienna in 1993;
8. UN Special Rapporteur on Violence against Women as a result of the Vienna Declaration in 1993;
9. Declaration for the Elimination of Violence Against Women (Dec. 1993);
10. Fourth World Conference on Women in Beijing in 1995;
11. CEDAW - Optional Protocol (1999);
12. Beijing + 5 (2000);
13. Beijing + 10 (2005);
14. UN Study on all Forms of Violence Against Women (2006).

1. Founding of the Commission on the Status of Women (1946):

Violence against women was not a priority issue on the agenda in 1945, when the UN charter was signed in San Francisco, but women's rights were inscribed in the founding document as "faith in fundamental human rights, in the dignity of the human person, in the equal rights of men and women"¹.

The Commission on the Status of Women (CSW) started as a Sub-Commission under the Commission on Human Rights in 1946 already in the same year became formally a full-fledged Commission with the goal to ensure women's equality and to promoting women's rights. In 1947 the Commission's declared in its first session its guiding principles to "raise the status of women, irrespective of nationality, race, language or religion and to eliminate all discrimination against women in the provisions of statutory law, in legal maxims or rules, or in interpretation of customary law"². In order to get a country-by-country picture of the legal and political status of women, the Commission focused till 1962 mainly on fact finding, and therefore launched several studies.

Many developments were initiated by the CSW such as the organization of the four Women's World Conferences and their preparation and follow ups, the drafting of CEDAW, of the Declaration for the Elimination of Violence and of the Beijing Platform for Action. The CSW had substantive support by their secretariat, the Division for the Advancement of Women, which also supported in the liaison with NGOs, conducted studies and raised awareness for the issue of violence against women.

Since 1996 the principal annual output of the Commission on the Status of Women are "agreed conclusions" on priority topics adopted by representatives of Member States at United Nations

¹ <http://www.un.org/womenwatch/daw/CSW60YRS/CSWbriefhistory.pdf>

² ibd.

Headquarters in New York. Agreed conclusions contain an analysis of the priority theme and set out concrete recommendations that should be implemented at international, national and regional level by the respective Governments, intergovernmental bodies and other relevant stakeholders. Civil society actors, NGO representatives annually hold a parallel event during the CSW and also have the possibility to assist certain sessions and to push for topics. All agreed conclusions are available at the following link: <http://www.un.org/womenwatch/daw/csw/agreedconclusions.html>

2. First Women World Conference in Mexico in 1975:

The Commission on the Status of Women proposed 1975 as the **International Women's Year** to mark its 25th anniversary. During this year the Commission also organized the **First World Conference** in Mexico City. 133 Government representatives participated in this conference and over 6,000 NGO representatives held a parallel forum.

Results of the conference were:

- a. World Plan for Action for the Implementation of the Objectives of the International Women's Year till 1985.
- b. Calling for a convention on the elimination of discrimination against women with effective implementation procedures; the **drafting of CEDAW**, had been mandated by this Plan of Action.
- c. Following a recommendation from this World Conference, the UN declared 1976-1985 the United Nations Decade for Women, Equality, Development and Peace¹.

3. CEDAW:

The United Nations Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) was ratified in 1979. It is one of the most important legally binding instruments for ending all forms of discrimination against women. The Handout 25 gives more details on this important convention.

4. Second World Conference during the United Nations Decade for Women in 1980:

In 1980 the Second World Conference was held in Copenhagen. The importance of the CEDAW was reaffirmed and progress since the first conference reviewed. The main focus of the conference was on the topics employment, health and education.

5. World Conference in Nairobi in 1985:

The main topic at the World Conference in Nairobi in 1985 was to review the achievements of the UN Decade for Women and to establish concrete measures to overcome the obstacles to achieving the Decade's goals. At all Women's World Conferences, NGO representatives participated at the sessions.

6. CEDAW - General Recommendation 12 (1989) and 19 (1992) on Violence against Women:

The CEDAW convention does not explicitly mention violence against women, but the CEDAW committee has the capability to highlight certain issues of priority, to make recommendations which are, when adopted, also legally binding. General Recommendation 12 and 19 specifically focus on violence against women. More information is given in Handout 25.

¹ ibid.

7. Vienna Declaration and Programme to Action at the UN Human Rights Conference in Vienna in 1993:

At the UN Human Rights Conference in Vienna, violence against women was recognised as not a "private" but a "national" problem. Women's organizations from all over the world had prepared the ground at the campaign "women's rights are human's rights" and drawn up a petition signed by half a million people (Bunch/Reilly 1994). The conference's final document, the Vienna Declaration (1993a), states that acts of violence against women constitute human rights violations, even when they are carried out in the so-called private sphere: "The human rights of women and the girl-child are an inalienable, integral and indivisible part of universal human rights [.....]. Gender-based violence and all forms of sexual harassment and exploitation, including those resulting from cultural prejudice and international trafficking, are incompatible with the dignity and worth of the human person, and must be eliminated." (United Nations 1993a) [http://www.unhchr.ch/huridocda/huridoca.nsf/\(Symbol\)/A.CONF.157.23.En](http://www.unhchr.ch/huridocda/huridoca.nsf/(Symbol)/A.CONF.157.23.En) .

Women Rights are Human Rights

The Global Campaign "Women Rights are Human Rights" was initiated by the Center for Women's Global Leadership is in itself neither an international/UN agency nor an UN document. It was a campaign that called upon grassroots women's movements to take action at the international level and to influence the global human rights policy at the UN Human Rights Conference in Vienna. The campaign had two goals: First to integrate women consistently (and the effects of measures on women) into the human rights agenda. The second goal was that gender based violence is recognized as an international human rights abuse against women. As this campaign shows, NGOs and Civil Society can have an influence on the international agenda - most of the demands of the campaign were acknowledged in the Vienna Declaration¹.

The issue of violence against women was brought onto the international agenda, violence against women was no longer considered a private matter, but as a public and human right issue. This development was encouraged by the CSW, CEDAW and an active NGO movement.

9. UN Special Rapporteur on Violence against Women (1994):

The Special Rapporteur on Violence against Women, its causes and its consequences was appointed in 1994 as proposed within the Vienna Declaration. The Special Rapporteur collects and analyzes data on violence against women in order to recommend measures to be taken at the international, regional and national level. The mandate of the Special Rapporteur has three elements:

1. Collection of information on violence against women and its causes and consequences from a variety of sources, including government and intergovernmental organizations, specialized agencies and non-governmental organizations (NGOs);
2. Recommendation of measures at the international, regional and national levels to eliminate violence against women;
3. Cooperation with other special rapporteurs, working groups and experts from the Commission on Human Rights.

¹ <http://www.law-lib.utoronto.ca/Diana/fulltext/bunc.htm>

Report cases to the special Rapporteur: Yakin Ertürk, UN Special Rapporteur on Violence against Women, encouraged colleagues to report cases to her office. Compared to her colleagues who are rapporteurs on other fields, Yakin Ertürk receives relatively few reports on violations of women's human rights violations. She and her staff will follow up on the reported cases and take suitable steps. To contact and issue complaints to the UN Special Rapporteur on Violence against Women:

<http://www2.ohchr.org/english/issues/women/rapporteur/complaints.htm>

10. Declaration for the Elimination of Violence Against Women (Dec. 1993):

The Commission on the Status of Women undertook the drafting of the Declaration for the Elimination of Violence against Women in the early 1990s. The Declaration for the Elimination of Violence against Women was adopted by the General Assembly on 20 December 1993. The Declaration is the first international human rights instrument that exclusively addresses violence against women. It defines acts of violence against women, constitutes them as human rights violations and places responsibility on the state for ending violence and safeguarding the effective protection of its female inhabitants even when they are carried out in the so-called private sphere: the term "violence against women" as 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" (United Nations 1993b).

The declaration further highlights the responsibility of the state: "States should pursue by all appropriate means and without delay a policy of eliminating violence against women and, to this end, should: [...] c. Exercise due diligence to prevent, investigate and, in accordance with national legislation, punish acts of violence against women, whether those acts are perpetrated by the State or by private persons."¹

The declaration can be found under: <http://www.un.org/documents/ga/res/48/a48r104.htm>

11. The Fourth World Conference on Women in Beijing and Platform for Action in 1995:

The Commission on the Status of Women has planned and held the Fourth World Conference on Women in Beijing in 1995. This conference advanced the global agenda for women's human rights and gender equality significantly. In the preparatory process the Commission on the Status of Women comprehensively managed five regional preparatory meetings in 1994, held several NGO meetings, collected over 170 country reports in order to comprehensively draft recommendations formulated in the Platform for Action, the final document of the conference.

The elimination of violence against women was also a major focus of the 1995 United Nations World Conference on Women in Beijing. The "Platform for Action" formulated 12 strategic objectives and actions. The issue of violence against women is highlighted as one objective needing improvement and special measures. The Member States pledged to implement those actions including the implementation of international human rights instruments, adoption and regular review of legislation on VIOLENCE AGAINST WOMEN, access to justice and effective remedies; policies and programs to protect and support women: <http://www.un.org/womenwatch/daw/beijing/beijingdeclaration.html>

12. CEDAW - Optional Protocol (1999):

The adoption of the Optional Protocol by the General Assembly in 1999 is explained in detail in Handout 25. It is also a milestone towards equality and women's human rights since it gives (if the State has ratified the Optional Protocol) individuals and groups the possibility to formulate complaints/communications to the CEDAW committee.

¹ <http://www.un.org/documents/ga/res/48/a48r104.htm>

13. Beijing +5 (2000):

The five-year review of the Beijing Platform for Action "Women 2000: Gender Equality, Development, and Peace for the Twenty-first Century", took place in New York at UN Headquarters in 2000. Member States reaffirmed that violence against women and girls, whether in public or private life, is a human rights violation and highlighted again the State responsibility in addressing such violence. Governments were asked to take all appropriate measures to eliminate discrimination and violence against women by any person, organization or enterprise and to treat all forms of violence against women and girls as criminal offences. The Commission's work focused on the implementation of both the Platform for Action.

14. Commission on Human Rights resolution 2003/45 on the Elimination of Violence against Women:

The United Nations Commission on Human Rights reaffirmed and extended the mandate of a Special Rapporteur on violence against women at its 59th session in the resolution 2003/45 on the Elimination of Violence against Women. Further it stresses the duty of the State to promote and protect the human rights of women and girls and to exercise due diligence to prevent, investigate and punish acts of all forms of violence against women and girls. The resolution can be downloaded under: [http://www.unhcr.ch/Huridocda/Huridoca.nsf/\(Symbol\)/E.CN.4.RES.2003.45.En?Opendocument](http://www.unhcr.ch/Huridocda/Huridoca.nsf/(Symbol)/E.CN.4.RES.2003.45.En?Opendocument)

15. Beijing + 10 (2005):

A ten-year review of the Beijing Platform was organized by the Commission on the Status of Women within the framework of the 49th session in NY in 2005. The Declaration adopted by the Commission at its 49th session reaffirmed the Beijing Declaration and Platform for Action as well as the outcome of the five year review of the Beijing Platform. The challenge for the Commission on the Status of Women and concerning the Beijing Platform for action is to further develop means in order to ensure accountability for implementation of the existing policy framework at the national level.

16. UN Study on all Forms of Violence Against Women (2006):

The Secretary General in-depth study on all forms of violence against women was launched by and presented to the General Assembly in 2006. It has been carried out by the Women's Right Section of the Division for the Advancement of Women. The study gives a historical overview of the development of actions taken against violence on women, sets violence against women in a broad context and synthesises different forms violence against women can take. Among other points, the study highlights the following recommendations:

- States must close the gaps between international standards and national laws, policies and practices.
- States should allocate adequate resources and funding to programs to address violence against women.
- The knowledge base on all forms of violence against women should be strengthened to inform policy and strategy development.
- The United Nations should take a stronger, better coordinated and more visible leadership role to address violence against women and allocate sufficient resources.

Information on the study and downloads: <http://www.un.org/womenwatch/daw/vaw/SGstudyvaw.htm> .

More information: <http://www.un.org/womenwatch/daw/CSW60YRS/CSWbriefhistory.pdf> .

THE UN-CONVENTION ON THE ELIMINATION OF DISCRIMINATION AGAINST WOMEN (CEDAW)

The United Nations Convention on the Elimination of all Forms of Discrimination against Women, CEDAW, is a treaty codified in 1979. Unlike declarations and resolutions, this convention is binding upon all states that have signed and ratified it and must be implemented. The CEDAW convention defines discrimination against women and sets up an agenda for national action to end such discrimination. Currently, 185 countries - over ninety percent of the members of the United Nations - are party to the Convention¹. The CEDAW convention is a dynamic and effective document concerning women's human rights and includes the following elements:

Content of the CEDAW Convention (1979)²

The preamble of the Convention states the general premise of eliminating discrimination. Article 1 defines discrimination against women as "...any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field".

Articles 2-6 cover the general obligations to be undertaken by State Parties such as, for example, to implement the principle of the equality of men and women in legislation as well as to prohibit by law or other means all discrimination against women; further to establish legal protection of the rights of women, national tribunals and other public institutions to ensure the effective protection of women against discrimination.

The Articles 7-16 specify the different areas that particularly affect women and the state obligations in that regard. This list of areas and measures is not an exhaustive coverage of all areas of gender discrimination; for instance it does not explicitly address violence against women.

Articles 17-30 describe working procedures, reporting mechanisms and dynamic aspects of the Convention, which include important points such as the following:

Establishment of a "Committee on the Elimination of Discrimination against Women" which shall be elected by the Member States (Article 17)

Among the tasks of the committee are to watch over the progress for women made in the CEDAW Member States by monitoring national measures on the basis of state (and NGO shadow) reports and by publishing concluding comments to the State parties. Further, the Committee can also make recommendations on any issue affecting women to which it believes the States parties should devote more attention. By 2008, 25 recommendations had been adopted, among them the general recommendation 12 and 19 on violence against women³.

¹ <http://www.un.org/womenwatch/daw/cedaw/states.htm>

² <http://www.un.org/womenwatch/daw/cedaw/cedaw.htm>

³ <http://www.un.org/womenwatch/daw/cedaw/committee.htm#>

General Recommendation 12 and 19 are core documents for women's human rights which mention the responsibility of the State for violence against women in the family sphere and private sphere, defining gender based violence as a human rights violation and calls the States to act with due diligence to prevent violence. In the following, both recommendations are mentioned in detail:

General Recommendation No. 12 (1989) on Violence against Women:

The Committee on the Elimination of Discrimination against Women, states "that articles 2, 5, 11, 12 and 16 of the Convention require the States parties to act to protect women against violence of any kind occurring within the family, at the work place or in any other area of social life", further the Committee recommends to the States parties that they should include in their periodic State reports following points¹:

1. The legislation in force to protect women against the incidence of all kinds of violence in everyday life (including sexual violence, abuses in the family, sexual harassment at the work place etc.);
2. Other measures adopted to eradicate this violence;
3. The existence of support services for women who are the victims of aggression or abuses;
4. Statistical data on the incidence of violence of all kinds against women and on women who are the victims of violence.

General Recommendations No.19 (1992)²:

In Rec. 19 gender-based violence is defined as "violence that is directed against a woman because she is a woman, or violence that affects women disproportionately. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty." Gender based Violence impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions.

Among the responsibilities of the state according to Rec. 19 is to take "appropriate and effective measures to overcome all forms of gender-based violence, whether private or public acts [.....]" further: "States may also be responsible for private acts if they fail to act with due diligence to prevent violations of rights or to investigate and punish acts of violence, and for providing compensation".

State reports, NGO shadow reports and concluding comments:

As soon as a State has ratified the Convention it has to report in the first year and thereafter every four years to the CEDAW Committee or whenever the CEDAW Committee requests it. The State report shall focus on the legislative, judicial, and administrative or other measures which have been adopted to implement the provisions of the present Convention including the General Recommendations and on the progress made, State Reports should also indicate factors and difficulties affecting the degree of fulfilment of obligations under CEDAW. These procedures are regulated under Article 18 of the Convention.

NGO participation: The CEDAW Committee also supports the submission of country-specific information from NGOs in the form of alternative or shadow reports to the State Reports. NGOs can submit their reports to the Committee prior to or at the session concerned; the shadow report will be considered for the Concluding Comments and recommendations to the State party. More information on submitting NGO shadow reports: http://www.un.org/womenwatch/daw/cedaw/NGO_Information_note_CEDAW.pdf

¹ <http://www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm#recom12>

² <http://www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm#recom19>

Concluding comments, also known as Concluding Observations are recommendations issued by the Committee following the review of those States (and shadow) reports. The CEDAW Committee comments on the progress made by the State Party in implementing its obligations under the treaty and make recommendations for improvement.

Optional Protocol:

On 6 October 1999 the General Assembly adopted a 21-article Optional Protocol to the CEDAW Convention and called on all CEDAW States parties to ratify the new instrument. 90 State parties have ratified the Optional Protocol¹ and recognize the competence of the CEDAW Committee to receive and consider complaints from individuals or groups²:

The Protocol contains two procedures:

- (1) **An individual complaint/communications procedure**, which provides individuals and groups the right to lodge complaints with the CEDAW Committee, a guideline to this procedure can be found on the CEDAW website;
- (2) **An inquiry procedure**, which enables the CEDAW Committee to conduct inquiries into serious and systematic abuses of women's rights. These mechanisms are only applicable in countries that are states parties to the Optional Protocol.

Information and original documents to CEDAW can be found:

<http://www.un.org/womenwatch/daw/cedaw/>

Three decisions of the CEDAW Committee under the Optional Protocol concerning violence against women

Two CEDAW decisions: Ms. F.Y. (deceased) and Ms. S.G. (deceased) versus Austria:

In 2004 the Vienna Intervention Centre against Domestic Violence and the Association for Women's Access to Justice issued two communications (individual complaints) on behalf of descendants of the deceased F.Y. and of the deceased S.G. Involved State party in both cases was Austria. On 6 August 2007, the Committee on the Elimination of Discrimination against Women adopted in both cases the Committee's views under article 7, paragraph 3 of the Optional Protocol, which states that even though Austria has a well developed protection law, Austria has failed to apply it and did not protect Ms. F.Y. nor Ms. S.G. sufficiently against the threatened violence.

The Committee states that Austria must apply its law in every single case and recommends, among other points, additional training for police and the judicial system, especially for prosecutors.

Download CEDAW decision No 06 F.Y. (deceased) vs. Austria:

<http://daccessdds.un.org/doc/UNDOC/GEN/N07/495/37/PDF/N0749537.pdf?OpenElement>

Download CEDAW decision No. 05 S. G. (deceased) vs. Austria:

<http://daccessdds.un.org/doc/UNDOC/GEN/N07/495/43/PDF/N0749543.pdf?OpenElement>

¹ <http://www.un.org/womenwatch/daw/cedaw/protocol/sigop.htm>

² <http://www.un.org/womenwatch/daw/cedaw/protocol/>

CEDAW decision: Ms. A.T. versus Hungary:

At the end of January 2005 the Committee on the Elimination of Discrimination against Women concluded its consideration of communication, submitted to the Committee by Ms. A.T (Hungary) under the Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women. The Committee states that Hungary as the State party has failed to fulfil its obligations and has thereby violated the rights of Ms. A.T. under article 2 (a), (b) and (e) and article 5 (a) in conjunction with article 16 of the Convention on the Elimination of All Forms of Discrimination.

The Committee recommends, among other points, that the State party take immediate and effective measures to guarantee the physical and mental integrity of A.T. and her family; and to ensure that A.T. is given a safe home in which to live with her children, receives appropriate child support and legal assistance and that she receives reparation proportionate to the physical and mental harm undergone and according to the gravity of the violations of her rights.

Download CEDAW decision No. 04 A.T. vs. Hungary:

<http://www.un.org/womenwatch/daw/cedaw/protocol/decisions-views/Decision%204-2004%20-%20English.pdf> .

UNIFEM / TRUST FUND

UNIFEM was established in December 1976, originally as the Voluntary Fund for the United Nations Decade for Women in the International Women's Year. It provides financial and technical assistance to innovative programs and strategies that promote women's human rights, political participation and economic security. Since 1976 it has supported women's empowerment and gender equality through its programme offices and links with women's organizations in the major regions of the world. Its work on gender responsive budgets began in 1996 in Southern Africa and has expanded to include East Africa, Southeast Asia, South Asia, Central America and the Andean region. It has worked to increase awareness throughout the UN system of gender responsive budgets as a tool to strengthen economic governance in all countries.

www.unifem.org

The UN Trust Fund in Support of Actions to Eliminate Violence Against Women was established by General Assembly resolution 50/166 in 1996 and is managed by the United Nations Development Fund for Women (UNIFEM). In establishing the UN Trust Fund, the General Assembly highlighted eliminating violence against women as critical to accelerating the implementation of the 1995 Beijing Declaration and Platform for Action. The UN Trust Fund is the only multilateral grant-making mechanism that supports local, national and regional efforts to combat violence. Since it began operations in 1997, the UN Trust Fund has distributed more than US\$19 million to 263 initiatives to address violence against women in 115 countries. Raising awareness of women's human rights, these efforts have:

- linked activists and advocates from all parts of the world;
- shown how small, innovative projects impact laws, policies and attitudes and
- helped break the wall of silence, moving the issue onto public agendas everywhere.

With grants currently ranging from US\$100,000 to US\$300,000, UN Trust Fund projects conduct public education and awareness campaigns, build coalitions, involve law-enforcement, judicial and government agencies, train educators, healthcare personnel and police officials to respond to and prevent violence. Many projects strive to alter community attitudes and involve men as allies.

MEASURES OF THE COUNCIL OF EUROPE

What is the Council of Europe?

The Council of Europe was founded in 1949 and is now a comprehensive European and international organization. The Council of Europe is not institutionally connected to the European Union, and should not be confused with the European Parliament or the Council of the European Union (Council of Ministers). It is located in Strasbourg. Currently the Council of Europe has 47 Member States.

The Council of Europe dedicates itself to the safeguarding and preservation of democracy, especially regarding human rights and the protection of basic democratic principles, such as due process of law. It is a forum for the discussion of common European issues as well as for the support of scientific and social advancement.

Main organs of the Council of Europe:

- The Committee of Ministers: the Council of Europe's highest decision-making body, consisting of the foreign ministers of all member countries;
- The Parliamentary Assembly of the Council of Europe (PACE): comprised of representatives elected by the national parliaments of the Member States from among their membership, having the power to investigate, recommend, and advice;
- The Congress of Local and Regional Authorities are the voices of Europe's regions and municipalities and have a consultative status;
- The Secretariat of the Council of Europe currently headed by Secretary General Terry Davis, a British Parliamentarian. The Secretary General gets elected by the Parliamentary Assembly; One of the Secretariats, for Human Rights and Equality, has also a special focus on violence against women¹;
Since 1993 the Council of Europe has made the combat against violence one of its priorities, several recommendations and actions have been taken (e.g. Recommendation 2002(5) about which you can find more information on Handout 28) and various studies on the effects of legislation and implementation of measures to tackle violence against women have been carried out². On 27 November 2006, the Council of Europe launched a "Campaign to combat violence against women, including domestic violence" (further details on this campaign can be found on Handout 44).
- In addition to these organs, the European Court of Human Rights (ECHR) was created to systematize the hearing of human rights complaints against States Parties to the Convention for the Protection of Human Rights and Fundamental Freedoms, adopted by the Council of Europe in 1950. Further information is given below in this handout.

¹ http://www.coe.int/t/e/human_rights/equality/05_Violence_against_women/

² e.g. Council of Europe Stocktaking Study on the measures and actions taken in CoE Member States to combat violence against women: [http://www.coe.int/t/e/human_rights/equality/PDF_CDEG\(2006\)3_E.pdf](http://www.coe.int/t/e/human_rights/equality/PDF_CDEG(2006)3_E.pdf)

NGO involvement at the Council of Europe

Since its founding, the Council of Europe encourage NGO participation, already in 1952 the Council of Europe opened the possibility for NGOs to apply for a "consultative status", which currently has been obtained by about 400 NGOs.

Information on the European Convention on Human Rights incl. European Court for Human Rights

The European Human Rights Convention is an international treaty (Council of Europe 1950) which member states of the Council of Europe may sign. It guarantees all people the right to life, health and freedom and prohibits torture or any other form of inhuman or degrading treatment. This key Convention thus obliges the signatory States to take action to combat violence against women and children and to protect them from violence. The Convention also establishes also the European Court of Human Rights and lays down how it is to function. <http://conventions.coe.int/treaty/en/Treaties/Html/005.htm>

The European Court of Human Rights applies the European Convention on Human Rights. Its task is to ensure that States respect the rights and guarantees set out in the Convention. It does this by examining complaints (known as "applications") lodged by individuals or, sometimes, by States.

Information and original documents to ECHR and guidelines for making complaints can be found under: - <http://www.echr.coe.int/ECHR/EN/Header/Applicants/Information+for+applicants/Frequently+asked+questions/>

Example: KONTROVA vs. Slovakia (final judgement issued on 24th Sept. 2007) <http://cmiskp.echr.coe.int/tkp197/view.asp?item=2&portal=hbkm&action=html&highlight=KONTROVA%20%7C%20Slovakia%20%7C%202007&sessionid=7360285&skin=hudoc-en>

COUNCIL OF EUROPE RECOMMENDATION REC(2002)5 ON THE PROTECTION OF WOMEN AGAINST VIOLENCE

The [Recommendation Rec\(2002\)5 of the Committee of Ministers to Member States on the protection of women against violence](#) is an important policy instrument and a core strategy among the many activities the Council of Europe (CoE) has carried out in the last years to combat all forms of violence against women. Though not legally binding, the Recommendations represent the political will of the 47 Council of Europe Member States to implement effective measures to prevent violence against women and protect the victims. The Council of Europe carried out the Campaign Stop Domestic Violence against Women in 2007 and 2008 and established a Task Force compiled of eight European experts to write a blue print for the campaign (Council of Europe 2006) and to assist the Council of Europe and the Member States in their efforts to improve the prevention of violence against women. The Task Force published a position paper on the Council of Europe considerations for a legally binding convention, strongly advocating a comprehensive human rights instrument that does not only cover domestic violence but all forms of violence against women (Council of Europe 2008).

The following text contains the nine core recommendations of the CoE document (Rec 2002-5) as well as parts dealing with the protection and support for women victims of violence. It is recommendable to policy makers as well as representatives of agencies dealing with the problem, to become familiar with the entire document and to contribute to the improvement of its implementation. The document is available on the Council of Europe website¹ in the following languages: English, French, Armenian, Azeri, Bosnian, Dutch, Georgian, Hungarian, Italian, Macedonian, Portuguese, Russian, Spanish, Turkish, Ukrainian. You can also find other important and useful information on the issue of violence against women on this website as well as on the Website of the Campaign Stop Domestic Violence against Women: www.coe.int/stopviolence.

The Council of Europe Committee of Ministers

Recommends that the governments of Member States

I. Review their legislation and policies with a view to:

1. Guaranteeing women the recognition, enjoyment, exercise and protection of their human rights and fundamental freedoms;
2. Taking necessary measures, where appropriate, to ensure that women are able to exercise, freely and effectively, their economic and social rights;

¹ [http://www.coe.int/t/e/human_rights/equality/05_violence_against_women/003_Rec\(2002\)05.asp#TopOfPage](http://www.coe.int/t/e/human_rights/equality/05_violence_against_women/003_Rec(2002)05.asp#TopOfPage)

3. Ensuring that all measures are co-ordinated nation-wide and focused on the needs of the victims and that relevant state institutions as well as non-governmental organizations (NGOs) be associated with the elaboration and the implementation of the necessary measures, in particular those mentioned in this recommendation;
 4. Encouraging at all levels the work of NGOs involved in combating violence against women and establishing active cooperation with these NGOs, including appropriate logistic and financial support;
- II. Recognise that states have an obligation to exercise due diligence to prevent, investigate and punish acts of violence, whether those acts are perpetrated by the state or private persons, and provide protection to victims;
 - III. Recognise that male violence against women is a major structural and societal problem, based on the unequal power relations between women and men and therefore encourage the active participation of men in actions aiming at combating violence against women;
 - IV. Encourage all relevant institutions dealing with violence against women (police, medical and social professions) to draw up medium- and long-term co-ordinated action plans, which provide activities for the prevention of violence and the protection of victims;
 - V. Promote research, data collection and networking at national and international levels;
 - VI. Promote the establishment of higher education programs and research centres, including at the university level, dealing with equality issues, in particular with violence against women;
 - VII. Improve interactions between the scientific community, the NGOs in the field, political decision-makers and legislative, health, educational, social and police bodies in order to design co-ordinated actions against violence;
 - VIII. Adopt and implement the measures described in the appendix to this recommendation in the manner they consider the most appropriate in the light of national circumstances and preferences, and, for this purpose, consider establishing a national plan of action for combating violence against women;
 - IX. Inform the Council of Europe on the follow-up given at national level to the provisions of this recommendation.

Section from the Appendix to Recommendation Rec(2002)5:

Definition

1. For the purposes of this recommendation, the term "violence against women" is to be understood as any act of gender-based violence, which 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 private life. This includes, but is not limited to, the following:

- a. Violence occurring in the family or domestic unit, including, inter alia, physical and mental aggression, emotional and psychological abuse, rape and sexual abuse, incest, rape between spouses, regular or occasional partners and cohabitants, crimes committed in the name of honour, female genital and sexual mutilation and other traditional practices harmful to women, such as forced marriages;
- b. Violence occurring within the general community, including, inter alia, rape, sexual abuse, sexual harassment and intimidation at work, in institutions or elsewhere trafficking in women for the purposes of sexual exploitation and economic exploitation and sex tourism;
- c. Violence perpetrated or condoned by the state or its officials;
- d. Violation of the human rights of women in situations of armed conflict, in particular the taking of hostages, forced displacement, systematic rape, sexual slavery, forced pregnancy, and trafficking for the purposes of sexual exploitation and economic exploitation.

General measures concerning violence against women

2. It is the responsibility and in the interest of states as well as a priority of national policies to safeguard the right of women not to be subjected to violence of any kind or by any person. To this end, states may not invoke custom, religion or tradition as a means of evading this obligation.
3. Member States should introduce, develop and/or improve where necessary, national policies against violence based on:
 - a. Maximum safety and protection of victims;
 - b. Empowerment of victimized women by optimal support and assistance structures which avoid secondary victimization;
 - c. Adjustment of the criminal and civil law including the judicial procedure;
 - d. Raising of public awareness and education of children and young persons;
 - e. Ensuring special training for professionals confronted with violence against women;
 - f. Prevention in all respective fields.
4. In this framework, it will be necessary to set up, wherever possible, at the national level, and in cooperation with, where necessary, regional and/or local authorities, a governmental co-ordination institution or body in charge of the implementation of measures to combat violence against women, as well as of regular monitoring and evaluation of any legal reform or new form of intervention in the field of action against violence, in consultation with NGOs and academic and other institutions.
5. Research, data collection and networking at the national and international level should be developed, in particular in the following fields:
 - a. The preparation of statistics sorted by gender, integrated statistics and common indicators in order to better evaluate the scale of violence against women;
 - b. The medium- and long-term consequences of assaults on victims;
 - c. The consequence of violence on those who are witness to it, inter alia, within the family;
 - d. The health, social and economic costs of violence against women;
 - e. The assessment of the efficiency of the judiciary and legal systems in combating VAW;
 - f. The causes of violence against women, i.e. the reasons which cause men to be violent and the reasons why society condones such violence;
 - g. The elaboration of criteria for benchmarking in the field of violence.

Information, public awareness, education and training

Member States should:

6. Compile and make available to the general public appropriate information concerning the different types of violence and their consequences for victims, including integrated statistical data, using all the available media (press, radio and television, etc.);
7. Mobilize public opinion by organizing or supporting conferences and information campaigns so that society is aware of the problem and its devastating effects on victims and society in general and can therefore discuss the subject of violence towards women openly, without prejudice or preconceived ideas;
8. Include in the basic training programs of members of the police force, judicial personnel and the medical and social fields, elements concerning the treatment of domestic violence, as well as all other forms of violence affecting women;
9. Include in the vocational training programs of these personnel, information and training so as to give them the means to detect and manage crisis situations and improve the manner in which victims are received, listened to and counseled;
10. Encourage the participation of these personnel in specialized training programs, by integrating the latter in a merit-awarding scheme;
11. Encourage the inclusion of questions concerning violence against women in the training of judges;
12. Encourage self-regulating professions, such as therapists, to develop strategies against sexual abuse which could be committed by persons in positions of authority;
13. Organize awareness-raising campaigns on male violence towards women, stressing that men should be responsible for their acts and encouraging them to analyze and dismantle mechanisms of violence and to adopt different behavior;
14. Introduce or reinforce a gender perspective in human rights education programs, and reinforce sex education programs that give special importance to gender equality and mutual respect;
15. Ensure that both boys and girls receive a basic education that avoids social and cultural patterns, prejudices and stereotyped roles for the sexes and includes training in assertiveness skills, with special attention to young people in difficulty at school; train all members of the teaching profession to integrate the concept of gender equality in their teaching;
16. Include specific information in school curricula on the rights of children, help-lines, institutions where they can seek help and individuals they can turn to in confidence.

Assistance for and protection of victims (reception, treatment and counseling)

Member States should:

23. Ensure that victims, without any discrimination, receive immediate and comprehensive assistance provided by a co-ordinated, multidisciplinary and professional effort, whether or not they lodge a complaint, including medical and forensic medical examination and treatment, together with post-traumatic psychological and social support as well as legal assistance; this should be provided on a confidential basis, free of charge and be available around the clock;
24. In particular, ensure that all services and legal remedies available for victims of domestic violence are provided to immigrant women upon their request;
25. Take all the necessary measures in order to ensure that collection of forensic evidence and information is carried out according to standardized protocol and forms;

26. Provide documentation particularly geared to victims, informing them in a clear and comprehensible manner of their rights, the service they have received and the actions they could envisage or take, regardless of whether they are lodging a complaint or not, as well as of their possibilities to continue to receive psychological, medical and social support and legal assistance;
27. Promote cooperation between the police, health and social services and the judiciary system in order to ensure such co-ordinated actions, and encourage and support the establishment of a collaborative network of non-governmental organizations;
28. Encourage the establishment of emergency services such as anonymous, free of charge telephone help-lines for victims of violence and/or persons confronted or threatened by situations of violence; regularly monitor calls and evaluate the data obtained from the assistance provided with due respect for data protection standards;
29. Ensure that the police and other law-enforcement bodies receive, treat and counsel victims in an appropriate manner, based on respect for human beings and dignity, and handle complaints confidentially; victims should be heard without delay by specially-trained staff in premises that are designed to establish a relationship of confidence between the victim and the police officer and ensure, as far as possible, that the victims of violence have the possibility to be heard by a female officer should they so wish;
30. To this end, take steps to increase the number of female police officers at all levels of responsibility;
31. Ensure that children are suitably cared for in a comprehensive manner by specialized staff at all the relevant stages (initial reception, police, public prosecutor's department and courts) and that the assistance provided is adapted to the needs of the child;
32. Take steps to ensure the necessary psychological and moral support for children who are victims of violence by setting up appropriate facilities and providing trained staff to treat the child from initial contact to recovery; these services should be provided free of charge;
33. Take all necessary measures to ensure that none of the victims suffer secondary (re)victimization or any gender-insensitive treatment by the police, health and social personnel responsible for assistance, as well as by judiciary personnel.

Criminal law, civil law and judicial proceedings

Member States should:

34. Ensure that criminal law provides that any act of violence against a person, in particular physical or sexual violence, constitutes a violation of that person's physical, psychological and/or sexual freedom and integrity, and not solely a violation of morality, honour or decency;
35. Provide for appropriate measures and sanctions in national legislation, making it possible to take swift and effective action against perpetrators of violence and redress the wrong done to women who are victims of violence. In particular, national law should:
 - Penalize sexual violence and rape between spouses, regular or occasional partners and cohabitants;
 - Penalize any sexual act committed against non-consenting persons, even if they do not show signs of resistance;
 - Penalize sexual penetration of any nature whatsoever or by any means whatsoever of a non-consenting person;
 - Penalize any abuse of the vulnerability of a pregnant, defenseless, ill, physically or mentally handicapped or dependent victim;
 - Penalize any abuse of the position of a perpetrator, and in particular of an adult vis-à-vis a child.

Civil law

Member States should:

36. Ensure that, in cases where the facts of violence have been established, victims receive appropriate compensation for any pecuniary, physical, psychological, moral and social damage suffered, corresponding to the degree of gravity, including legal costs incurred;
37. Envisage the establishment of financing systems in order to compensate victims.

Judicial proceedings

Member States should:

38. Ensure that all victims of violence are able to institute proceedings as well as, where appropriate, public or private organizations with legal personality acting in their defense, either together with the victims or on their behalf;
39. Make provisions to ensure that criminal proceedings can be initiated by the public prosecutor;
40. Encourage prosecutors to regard violence against women and children as an aggravating or decisive factor in deciding whether or not to prosecute in the public interest;
41. Take all necessary steps to ensure that at all stages in the proceedings, the victims' physical and psychological state is taken into account and that they may receive medical and psychological care;
42. Envisage the institution of special conditions for hearing victims or witnesses of violence in order to avoid the repetition of testimony and to lessen the traumatizing effects of proceedings;
43. Ensure that rules of procedure prevent unwarranted and/or humiliating questioning for the victims or witnesses of violence, taking into due consideration the trauma that they have suffered in order to avoid further trauma;
44. Where necessary, ensure that measures are taken to protect victims effectively against threats and possible acts of revenge;
45. Take specific measures to ensure that children's rights are protected during proceedings;
46. Ensure that children are accompanied, at all hearings, by their legal representative or an adult of their choice, as appropriate, unless the court gives a reasoned decision to the contrary in respect of that person;
47. Ensure that children are able to institute proceedings through the intermediary of their legal representative, a public or private organization or any adult of their choice approved by the legal authorities and, if necessary, to have access to legal aid free of charge;
48. Provide that, for sexual offences and crimes, any limitation period does not commence until the day on which the victim reaches the age of majority;
49. Provide for the requirement of professional confidentiality to be waived on an exceptional basis in the case of persons who may learn of cases of children subject to sexual violence in the course of their work, as a result of examinations carried out or of information given in confidence.

Intervention programs for the perpetrators of violence

Member States should:

50. Organize intervention programs designed to encourage perpetrators of violence to adopt a violence-free pattern of behavior by helping them to become aware of their acts and recognize their responsibility;
51. Provide the perpetrator with the possibility to follow intervention programs, not as an alternative to sentence, but as an additional measure aiming at preventing violence; participation in such programs should be offered on a voluntary basis;
52. Consider establishing specialized state-approved intervention centers for violent men and support centers initiated by NGOs and associations within the resources available;
53. Ensure operation and co-ordination between intervention programs directed towards men and those dealing with the protection of women.

Additional measures with regard to violence within the family

Member States should:

55. Classify all forms of violence within the family as criminal offence;
56. Revise and/or increase the penalties, where necessary, for deliberate assault and battery committed within the family, whichever member of the family is concerned;
57. Preclude adultery as an excuse for violence within the family;
58. Envisage the possibility of taking measures in order to:
 - a. Enable police forces to enter the residence of an endangered person, arrest the perpetrator and ensure that he or she appears before the judge;
 - b. Enable the judiciary to adopt, as interim measures aimed at protecting the victims, the banning of a perpetrator from contacting, communicating with or approaching the victim, residing in or entering certain defined areas;
 - c. Establish a compulsory protocol for operation so that the police and medical and social services follow the same procedure;
 - d. Promote pro-active victim protection services which take the initiative to contact the victim as soon as a report is made to the police;
 - e. Ensure smooth operation of all relevant institutions, such as police authorities, courts and victim protection services, in order to enable the victim to take all relevant legal and practical measures for receiving assistance and taking actions against the perpetrator within due time limits and without unwanted contact with the perpetrator;
 - f. Penalize all breaches of measures imposed on the perpetrators by the authorities.
59. Consider, where needed, granting immigrant women who have been/are victims of domestic violence an independent right to residence in order to enable them to leave their violent husbands without having to leave the host country.

EUROPEAN UNION MEASURES AND ACTIVITIES TO ELIMINATE VIOLENCE AGAINST WOMEN¹

Measures and initiatives to combat violence against women exist within the European Union, but no legally binding document explicitly addressing violence against women. Violence against women is only mentioned in two binding documents: The "Treaty of Amsterdam" mentions measures against sexual harassment and according the "Council framework decision on the standing of victims in criminal proceedings" also victims of domestic violence are entitled to free court accompaniment. Other measures explicitly addressing violence against women, such as the Resolutions and Recommendations of the European Parliament or the Daphne-Programme, don't have a legally binding character, but they indicate that the issue of violence against women is of growing importance within the European Union.

The Treaty of Amsterdam

In the Treaty of Amsterdam equality between women and men was established as a crosscutting goal of all EU policy. Recent developments point to a trend towards extending the EU mandate in the field of gender equality policy (Walby 2003). Measures against violence and sexual harassment in the workplace are already part of the EU mandate and are regulated in the relevant legal documents. Similarly, legal regulations to combat trafficking of women already exist. In the field of domestic violence, no legally binding measures have yet been adopted, but the activities of the EU to combat violence against women and children are expanding. The Treaty of Amsterdam was signed in 1997 and went into force in 1999. It can be downloaded under:

<http://www.eurotreaties.com/amsterdamtreaty.pdf>

Council framework decision on the standing of victims in criminal proceedings (2001)

The "Council" or "European Council" is the highest body of the European Union consisting of heads of states and governments of the EU Member States and is currently chaired by the member state holding the EU presidency. This Council Framework decision addresses after input of the European Commission and consultation of the European Parliament the implementation of minimum standards on the protection of victims of crimes.

It is an important and legally binding instrument of the EU concerning women and children victims of violence, as is the Council framework decision on the standing of victims in criminal proceedings (2001), establishing minimum rights of victims (European Union 2001), for instance free court accompaniment for every victim of violence. The Council framework decision can be downloaded under:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2001:082:0001:0004:EN:PDF>

¹ Adapted from: WAVE-Network (Women against Violence Europe) (Ed.) (2006) : Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna p. 10 f

European Parliament Resolution on combating violence against women (2006)¹

In February 2006, the European Parliament adopted a resolution on the current situation in combating violence against women and any future action. The resolution: "recommends, as regards men's violence against women, the commission and the Member States:

- a) to regard it to be a violation of human rights, reflecting unequal gender power relations and to adopt an all encompassing policy approach to combat it, including effective methods of prevention and punishment;
- b) to adopt a framework for cooperation between governmental and non-governmental organizations (NGOs), with a view to developing policies and practices to combat domestic violence;
- c) to formulate a zero-tolerance policy as regards all forms of violence against women;
- d) to adopt a framework for cooperation between governmental and non-governmental organizations (NGOs), with a view to developing policies and practices to combat domestic violence" (European Parliament 2006).

The resolution calls on the Member States to take appropriate measures to ensure better protection and support of victims and those who are at risk of becoming victims of violence against women by, among other measures:

- Recognizing the importance of providing support to victims, whether women or children, to help them become financially and psychologically independent from the perpetrator;
- Adopting a proactive, preventive and penal strategy towards the perpetrators of violence against women in order to reduce recidivism, and providing advisory services for access by the perpetrators, either on their own initiative or under a court order; always carrying out adequate risk assessments in order to ensure the safety of women and any children in the process;
- Providing all necessary assistance, including transitional housing, to women and their children in cases of separation or divorce;
- Treating women who are victims of gender-based violence as a category entitled to priority access to community-housing projects;
- Providing safe shelters including sufficient financial resources;
- Conducting specific employment action programs for the victims of gender-based violence, so as to enable them to enter the labor market and achieve financial independence;
- Planning services and centers for the care and support of children of women who are victims of violence;
- Providing social and psychological support to children who have witnessed domestic violence;
- Providing proper protection for immigrants, especially single mothers and their children, who often have inadequate means of defense or knowledge of available resources to counter domestic violence in Member States (European Parliament 2006).

European Parliament Resolution on violence against women 1986

As early as 1986 the European Parliament issued a resolution concerning violence against women. Among other points, the Resolution recommends in article 26 EU Member States to provide sufficient places in women's shelters - the rate of one family place per 10.000 inhabitants:

¹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2006:288E:0066:0072:EN:PDF>

"With regard to the availability of refuges, calls on housing authorities to recognize: the necessity of providing adequate refuge provision, at the rate of one family place per 10 000 inhabitants, that refuges constitute temporary emergency accommodation and should not be classified as "permanent accommodation" the right of all battered women to permanent re-housing, in good standard accommodation, when they feel ready to leave the protection of a refuge, the right of women to return to their own home without the presence of a violent spouse, the necessity for the implementation of measures, in particular civil law, to ensure that any material disadvantage are borne by the author of the violence, the need to provide care and assistance for all battered women, regardless of their marital status or whether or not they have children, the right of the children of these mothers to be accommodated within the education system and given the care necessary to overcome their emotional problems, the necessity of providing information to women on their housing rights and the provision of refuges in their area." ¹

Women's Right and Gender Equality Committee at the European Parliament (FEMM)

Currently, 22 standing committees which are made up of the Members of the European Parliament exist within the European Parliament. One of these Committees is on Women's Rights and Gender Equality. Reports are written by a rapporteur appointed by the chair-person of the committee. Reports help in initiating legislation, giving opinions to legislative proposals by the European Commission. Some reports will get discussed for adoption in the plenary sessions of the European Parliament. Also the above mentioned resolutions have been discussed and prepared by the Committee on Women's Rights and Gender Equality. It is valuable to seek the responsible contact person in your country and/or of the party supporting your ideas².

The Daphne Program

Daphne is a preventively oriented program of action of the European Commission for Combating Violence against Children, Youngsters and Women. It was founded in 1997 and under the framework of Daphne I (1997 - 2003) and Daphne II projects (2004- 2008) has meanwhile supported over 350 projects in all of Europe³. On 20 June 2007, the European Parliament and the Council adopted the Daphne III framework for the period 2007-2013.

Daphne supports the activity of non-governmental and other organizations that involve themselves in the fight against violence toward children, youngsters and women. Projects are supported that fight against every form of violence against children, young people and women (e.g. violence in the family, violence in the school and other establishments, violence in the workplace, sexual exploitation, female genital mutilation, trafficking of women, working with offenders, etc.). The goal is to learn from each other through nets of trans-national cooperation away from country borders and to develop and implement strategies. For example, the build-up and extension of multi-disciplinary nets are supported for the cooperation between non-governmental- and other organizations for the exchange of information and proven practices, as well as measures for sensitizing the public.

Additional information can be found under the following internet addresses:

http://ec.europa.eu/justice_home/funding/2004_2007/daphne/funding_daphne_en.htm and

http://ec.europa.eu/justice_home/funding/daphne3/funding_daphne3_en.htm

¹ <http://www.legislationline.org/legislation.php?tid=99&lid=5730&less=false>

² <http://www.europarl.europa.eu/members.do?language=EN>

³ Daphne Toolkit: Resources for combating violence against children, young people and women, DVD (2004), unfortunately the website links are not valid any more.

Many offers and services from WAVE were initiated and developed by Daphne Projects of the European Commission, such as the WAVE-Database, the European Information Centre, training program and - concepts, Bridging Gaps, etc. The last concluded Daphne Project is called "IMPROVE- quality services for women affected by violence". The training concept you are reading now is a result of this Daphne project.

MEASURES OF THE OSCE

The **Organization for Security and Cooperation in Europe (OSCE)** is an intergovernmental organization focusing on security, human rights, conflict prevention and early warning, crisis management and post-conflict rehabilitation. 56 States from Europe, Central Asia, Caucasus and North America participate in the OSCE.

The OSCE covers the following three aspects in its work: the politico-militarian, the economic and environmental and thirdly, the humanitarian aspect. The commission within the OSCE focusing on humanitarian aspects also has a gender equality unit, which also works on issues of Violence Against Women.

In 2004 the OSCE adopted an "**Action Plan for the Promotion of Gender Equality**". In the Action Plan Trainings for Gender mainstreaming for OSCE officials are planned, including specific modules on combating domestic violence and trafficking of human beings.

The Action Plans also highlight the individual and collective responsibility of States to bear primary responsibility and are accountable for implementing their commitments (IV. 41). Under point 42 Member States are recommended: "To ensure a safe environment for their citizens ... notably by eliminating all forms of violence against women; ...to ensure that existing national legislation on violence against women is enforced,...". Measures in the areas of prevention of violence are mentioned as priorities and areas of special interest for Member States.

The Action plan can be downloaded under following link:

http://www.osce.org/documents/mcs/2004/12/3917_en.pdf

The implementation and progress on Gender Issues according to the Action Plan is evaluated annually.

Evaluation reports can be downloaded under: <http://tandis.odhr.pl/index.php?p=qu-ac>

In 2005 the OSCE adopted the **Decision No. 15/05 on Preventing and Combating Violence against Women**. This decision notes "with regret that female victims of violence are too often left without protection and assistance and urges participating states among others¹:

- to ensure that all female victims of violence will be provided with full, equal and timely access to justice, medical and social assistance, including emergency assistance, confidential counselling and shelter;
- to adopt and implement legislation that criminalizes gender based violence and establishes adequate legal protection, as well as to provide in a timely manner physical and psychological protection for victims, including appropriate witness protection measures;
- to investigate and prosecute the perpetrators while addressing their need for appropriate treatment

The Decision No. 15/05 on Preventing and Combating Violence against Women can be downloaded under following link: http://www.osce.org/documents/mcs/2005/12/17433_en.pdf

¹ http://www.osce.org/documents/mcs/2005/12/17433_en.pdf Article 4 (i) - (vi)

THE PRINCIPLES OF A WOMEN'S REFUGE¹

The goals of refuge work, protection and safety, empowerment and social change are embedded in fundamental principles which determine all aspects of refuge work. These principles are:

Feminist analyses

Male violence against women is a manifestation of the historically unequal power relations between men and women and a reflection of existing gender relationships in society and in politics. It must therefore be regarded primarily as a social and political problem. Women's refuges need to fulfil a political function in that they create awareness of the social, historical, cultural and political framework that fosters male violence. Activists seek to give women and children a voice to speak out against violence. Society has to make perpetrators responsible for their actions. The feminist principles as implemented in the refuge should demonstrate ways for women and children to free themselves from violence.

Women helping women

Abused women suffer greatly from being dominated and abused by their male partners. It is therefore important for them to receive support and help from a female counsellor specialised in the field.

Women victims of violence also suffer from being in a weak position and from having lost faith in their own abilities and strength. Thus, the refuge serves as a model for women to experience their own ability to lead an active and self-determined life. This is also reflected in the structure of the refuge, where women not only work at the grassroots level but also handle the household responsibilities. It helps the women to rethink and overcome stereotyped gender roles. This principle also applies to other women's support services.

Advocacy for women

Acting against violence means adopting a clear stance and condemning violence against women in all its forms ("There is no excuse for violence"). Trying to stay neutral on what has happened entails the pitfall of tolerating violence. Women who come to the refuge do not have to offer proof of the violence they have undergone. It is important to believe what they say and to treat them without preconceptions. Victims need advocates who stand beside them and support them at every step that needs to be taken. Advocacy and solidarity are essential.

It is always the perpetrator who is responsible for the violence. Adopting a clear stance against any form of violent behaviour demonstrates condemnation of violent acts but not condemnation of the perpetrator as a person.

¹ Adapted from Manual Away from Violence "Goals and Principles of a women's refuge"

Team work (and flat hierarchies)

Women's refuges trace their origins back to the women's (rights) movement of the 1960s and 1970s, which called for equality and non-discrimination in every area of life. The organization of the refuge should also reflect these goals by promoting democratic principles, sharing power and avoiding excessively hierarchical or bureaucratic structures. In many refuges the staff work as a team, and management duties and responsibilities are shared. Even if the refuge has a director, it is still important to work on a team basis and to involve the refuge workers in all the decisions and enable them to participate in the development of the service. These structures ensure that interaction and relationships are not based on exerting power from top to bottom but that people can live and work together in an atmosphere of solidarity and equality.

Participation and democratic structures

Democratic structures and the opportunity to be involved in the various aspects of refuge life are very important principles. In all refuges there are regular meetings which are the basis of participation for the women. It is important to be careful that women's refuges are not turned into institutions in which the women's lives are dominated and controlled, but that the women are included in all the operational processes. The power of the husband should not be replaced by the power of the institution. The staff are called upon to handle power carefully and to enforce the regulations in the house in such a way that they provide orientation without putting too many limits on the individual freedom of the women.

Right to self-determination

It is important to respect women's rights to decide about their lives. Very often relatives, friends and professionals in caring organizations try to tell the woman what to do. Some think she should separate from the perpetrator, others tell her to give him another chance. Unfortunately, it happens quite often that these people are disappointed or even annoyed if she does not follow their advice. Such advice can create even more pressure for the woman and is experienced as not helpful at all. It is important to convey to the woman that only she is in a position to decide and that her decision will be respected. The aim of an intervention is to end the violence, not to end the relationship. The right to self-determination is an important principle. How long a woman wants to stay in the refuge and if she wants to separate or not is solely up to the woman.

Confidentiality / anonymity

To protect a woman's rights and her integrity, it is necessary that she is able to decide which information is passed on. Therefore no information should be passed on by the refuge or by the counselling centre without the woman's consent. Exceptions should and have to be made if the life and health of women or children are at stake (i.e. suicide attempts, acute danger through the violent partner, or women abusing their children). Women should also have the right to receive counselling and support without having to reveal their identity.

24 hour service and no time limit for stay

A woman who has to flee from her husband needs immediate support and protection. She should be able to reach a women's refuge 24 hours a day every day. In women's refuges at least one staff member should be on call so that she can admit the woman. If there is more than one refuge in a town, at least one should be able to take a woman and her children in at any time. In principle, women and their children should be able to stay until they feel safe and empowered to lead a life without violence.

Diversity

The diversity of women should not only be respected but be seen as something valuable that is encouraged. An asset of many women's refuges is refuge workers who reflect the diversity of society. They can offer additional language skills and a better understanding of the specific background of migrant women.

Accountability

A refuge has a responsibility and is answerable to the women and children, to the organization and its members and to society in general. The activities and the conduct of the refuge have to be transparent and comprehensible.

Principles regarding the quality of service

Professionalism is a prerequisite for the full implementation of principles. The staff has to be adequately trained and paid. Provisions must be made for further training and supervision. The number of staff must be gauged to the number of women and children in order to provide all the necessary support and services and meet the requirements. Some refuges are dependent on support by volunteers. Volunteers have to be well trained. Resources should be managed economically and efficiently. Quality standards should be checked through regular quality control.

Principles regarding structure and funding

Refuges should be run by non-governmental, non-profit and non-party women's associations. Women's refuges need adequate funding by the state, as they fulfil necessary functions for society; they give shelter and support to battered and abused women and their children.

Services free of charge

Support services for women and children victims of violence should be free of charge, certainly for women with little or no income. This is to ensure that women and their children in need can find shelter independently of their financial status.

STANDARDS OF GOOD PRACTICE IN SUPPORTING SURVIVORS OF VIOLENCE¹

Advocacy for women victims of violence

Countering violence means adopting a clear stance and condemning violence against women in all its forms. ("There is no excuse for violence. It is always the perpetrator who is responsible"). In attempting to remain neutral about violence, one runs the risk of tolerating it. Advocacy has different meanings; it can mean to support and empower women to secure their rights or to represent the interests of women in legal settings or both. In any case, the emphasis is on (human) rights and entitlements, reflecting the approach that all forms of violence against women are human rights violations. Survivors of violence need services that provide advocacy in the crisis situation and on a long-term basis, accompanying them through all processes and coordinating interventions. Women's services usually provide this necessary kind of support and it should be standard procedure that every survivor of violence is supported by a women's advocate.² Survivors seeking help should never be asked to offer proof of the violence they have suffered. It is important to listen carefully, to believe and to respond with the utmost respect and without prejudice.

Protection and safety

Safety must be assigned the highest priority in all agencies providing services to women and children victims of domestic violence. Risk assessment and practical safety planning should be standard in supporting women victims of violence guaranteeing that immediate safety needs of women and their children are met.

Building a relationship of trust

Building a consistent relationship is important to enable women victims of violence to develop a feeling of trust, to open up and to talk about their experiences, which is far from being easy. It takes time to build a relationship of trust and short term interventions are not adequate support. Advocates need to understand very well the dynamics of violence against women in the family and the complex fears and dependencies it creates. Emotional support is needed, as well as practical support.

Empowerment

A victim of domestic violence means passing through the traumatic experience of being powerless and at the mercy of the violent partner. The aim of any kind of support should be to overcome powerlessness and to empower women so that they can lead a self-determined life. Survivors of violence should not be

¹ Adapted from: Logar (2007) Gender and Ethnicity in Domestic Violence Prevention and Education, in: Ethnicity in Eastern Europe A Challenge For Social Work Education, Darja Zavišek, Jelka Zorn, Liljana Rihter, Simona Ž. Demšar (Eds), p. 39 ff

² the term "advocate" in this context describes the activities, not the profession and does not mean the person working as an advocate has to have a legal profession, it can be a social worker or another professional

labelled "ill" or "distressed", which would further weaken their position. Being weak is often the consequence of being exposed to violence. Violence leaves marks not only on the body but also on the mind and self-esteem. Some approaches for working with abused women go wrong in that they see this weakness as characteristic of women who, consequently, are viewed as pathological cases. It is vital to regard women as agents for change and experts in their own situation. Women victims of violence need support to help them reflect on their situation and to understand how it was possible for their partner to exert power over them, which enables them to develop better strategies to overcome violence.

Right to self-determination

It is important to respect women's rights to decide about their lives (see also "Empowerment"). Very often relatives, friends or even professionals in social services try to tell the woman what to do. Some think she should separate from the abuser; others tell her to give him another chance. Unfortunately, it happens quite often that people are disappointed or even annoyed if she does not follow their advice. But such advice can create even more pressure on the woman and is experienced as not being helpful at all. It is important to convey to the woman that she is the only one in a position to decide and that her decision will be respected. The aim of an intervention is to end violence, not to end a relationship. The right to self-determination is an important principle. How long a woman wants to stay in a shelter and whether she wants to separate from her partner permanently or not is solely up to her.

Matching services

Some migrant and minority women might prefer to be supported by someone from their own background when seeking help, others might not. In any case, services for women victims of violence should employ advocates with diverse cultural backgrounds and language skills in order to be able to meet the different needs of clients.

Special knowledge

Advocates supporting migrant and minority women have to be especially trained and able to assess the situation of the women concerned, such as the loss women experience when leaving or fleeing their country of origin. They also have to be sensitive to different cultural beliefs and norms that might affect women seeking help. Furthermore, advocates have to have special and detailed knowledge about immigration laws and how the law affects migrant women in order to be able to assess the immigration status of clients and to avoid any step jeopardizing their status.

Comprehensive tailored information and support

Not all women seeking support have the same needs. Therefore, it is important to listen carefully to each individual woman in order to find out what she wants. Some women, especially those who have just moved to the country recently, need support in every-day life skills, such as: how to find one's way through the city, how to use public transport, how to call the police, how social agencies work, how to get the children to school, how to find a kindergarten, a language course etc.

Fighting racism

Services providing support to migrant and minority women have to be aware of racist tendencies and racist violence in society and in institutions and how they might affect their clients. They also have to be able to support clients in this regard and to respond to and fight racist violence. Racism can also be part of institutional practices in social work by discriminating against migrant and minority women seeking help and has to be addressed.

Awareness raising

Raising awareness is an important element of preventing violence against women. It is necessary to address different communities and to communicate with appropriate means that violence against women are criminal acts and unacceptable. Furthermore, it is important to spread knowledge about rights of and services for women victims of violence widely in the communities, so that many members of the community are able to support and assist women in crisis situations.

Services free of charge

Support services for women and children victims of violence should be free of charge, especially for women with little or no income. This is to ensure that women and their children in need can get support independently of their financial status.

Support for children

Children are always affected by violence against their mothers, either directly or indirectly. Thus, violence against women is also violence against children. Unfortunately, they are often the forgotten victims because few agencies and services are aware of their needs. In women's refuges, support for children has become an integral part of service but not all services meet this standard yet. Support for children has to be organized in a family-friendly way, making it possible to accept the help offered. Counselling and support for children should preferably be offered parallel to help for the mother, as a package serving the needs of both. This makes it possible also to strengthen the mother-child relationship and the non-violent family system, which is often the only source of support for the children.

Confidentiality and anonymity

To protect a woman's rights and her integrity, it is necessary that she be able to decide which information about her will be passed on to others. Therefore, no information should be passed on from an agency to others without the woman's consent. Exceptions should and must be made if the life and health of women or children are at stake (i.e., suicide attempts, acute danger from the violent partner, or women abusing their children). Women should also have the right to receive counselling and support without having to reveal their identity.

Accountability and quality of services

Services are accountable to the service users, to the organization and its members and to society in general. The activities and the conduct of the services must be transparent and comprehensible. It is important for services to be democratically structured and for service users to have the right to be involved in the provision and evaluation of services (Hague/Mullender/Aris 2003). In modern quality management concepts, the involvement of the customers, clients or patients is a core principle. They are not seen as mere objects of interventions but as important stakeholders whose opinions regarding the quality of service are crucial to the organization. The participation and involvement of women and children is especially important in shelters and other services where women and children reside for some time. Women's shelters should not be institutions in which women's lives are dominated and controlled, but women and children should be included in processes of decision-making. The power of the abusive husband and father should not be replaced by the power of the institution. Power has to be handled carefully; regulations are necessary, but they should mainly aim at providing orientation without putting too many limits on the individual freedom of clients.

ANNUAL BUDGET PLAN FOR RUNNING COSTS OF THE REFUGE¹

The annual financial plan for a women's refuge requires careful planning. In all cases local prices should be taken as the basis. This is also true of personnel costs; staff salaries of people working in the refuge. Salary levels for work in a refuge should not be lower than those for other employment at the same qualification level. The sums vary from year to year, the variables including salary changes / increases, higher staffing levels, varying special expenditure and investments, changes in energy costs etc.

The following costs usually occur

EXPENSES	AMOUNT PER YEAR
Staff costs (see chapter 7)	
Counsellors for women and children	
Counsellors for non-residents	
Translation in mother tongue of the client	
Staff for night shifts	
Accountant	
Trainees	
Freelancers, consultants	
Cleaning personnel	
Tax advisor	
Infrastructure	
Rent	
Overheads	
Energy costs (electricity, heating, water, etc.)	
Maintenance (repairs, renovation, etc.)	
Insurance	
Investments in immovable (furniture, office equipment)	
Car/van (insurance, repair, running costs)	
Running costs	
Phone	
Mailing	
Cleaning	
PR and awareness raising	
Travel costs	
Further training	
Supervision	
Specialised literature	
Office and training supplies	
Household supplies	
Expenses for children	
Costs of children	
Cost of food	
Total	

¹ Adapted from Manual Away from Violence (2004) p. 64, 65

Drawing up cost estimates is just one aspect of this field of responsibility. Financial planning and estimates of subsidies to be applied for also have to be dealt with in good time. In the case of some funding sources and some expenditure categories (e.g. campaigns), it is necessary to plan several years ahead.

There follows a broad outline

INCOME	AMOUNT PER YEAR
Regular income	
Public funding (national, regional and/or local bodies)	
Subscription	
Variable income	
Donations	
Sponsoring	
Rent paid by women / public authorities	
Total	

BUDGET PLAN FOR SETTING UP THE REFUGE¹

It is not possible to give exact figures on what the actual setting up of a refuge will cost. Apart from variations in local prices, different costs occur depending on whether you buy a house, buy land, have a house built, are given a building which needs to be adapted etc. However, certain fixed costs are bound to occur.

Particularly when setting up a refuge from scratch, it is advisable to seek the advice and assistance of experts. Of course it is helpful if you can fall back on personal contacts here. But public authorities and other women's support organizations can also offer advice. In any event, it is important to consult experts in construction and technical security systems and to discuss the planning and cost estimates with them.

The table below serves only as a broad outline; the specific sums may vary widely

COST OF FACILITY	AMOUNT
Purchase of property (alternatively renting a facility) or	
Purchase of land +	
Building costs (calculate by square metres, use local estimates) incl.	
Electrician, plumber, floor layer, painter, etc.	
Security installations (as above)	
Costs of equipment	
Furniture for rooms for women (beds, wardrobes, tables, chairs)	
Dining room	
Living room	
Kitchen (incl. cooking pots, dishes, cutlery)	
Bathrooms	
Office rooms	
Counselling rooms	
Children's rooms	
Toys, games, teaching equipment and material	
Entrance area	
Storage facilities	
Garden (plants, garden tools, garden furniture, playground)	
Washing machine(s), clothes	
Office equipment (phones, PCs, photocopier, fax, etc.)	
Total	

¹ Adapted from Manual Away from Violence (2004) p. 63

RISK FACTORS¹

The danger of repeat offences is very high in the case of domestic violence, and isolated occurrences of abuse are rare. In times of separation or divorce, the risk of violence tends to rise: The majority of murders, attempted murders and acts of serious violence are committed when the victims attempt to leave their abusers. Ironically, it is safer, so to speak, to stay in a violent relationship than to end it.

Domestic violence must be taken very seriously: The factors listed below have been identified in international studies as risk factors for a high degree of dangerousness (Gondolf 2001; Robinson 2004; Humphreys et al 2005). The more factors apply in a specific case, the higher the risk is that acts of violence will be repeated or that the violence may increase or even escalate.

Previous acts of violence against the partner and the children or other members of the family

The perpetrator's history of abuse and the forms and patterns of violence he has used are important indicators of his future behaviour. Thus, it is important to find out whether he has previously committed acts of abuse. Former convictions or reports to the police alleging violence are indications of a strong violence potential.

Separation and divorce are times of high risk

As mentioned above, domestic violence often escalates when a victim wants to leave the abuser. Therefore, this phase must be considered as an additional risk factor for escalation.

Severity and frequency of violent acts

The severity and frequency of violent acts also play a relevant role in assessing the dangerousness of an abuser. Acts of severe violence include armed violence, use of objects to injure a victim or strangling. Perpetrators who have committed frequent, severe acts of violence are particularly dangerous.

Violence against former partners or family members

Acts of violence committed against former partners or family members also indicate a risk factor for danger.

¹ Adapted from: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna

Acts of violence by other family members

Violence committed by family members of the perpetrator is another risk factor. It is especially difficult for the victim to escape the violent relationship, because in such cases the woman concerned is often controlled by the whole family, which, for instance, may make it impossible for her to flee.

Acts of violence outside the family

A great majority of domestic violence offenders commit violent acts only within the family circle. However, if they show violence also outside the domestic sphere, this indicates a general tendency to use violence. Such perpetrators may also assault the staff of support centres or authorities. Thus, safety planning for shelters and agencies is of particular importance.

Possession of weapons, use of weapons

If a perpetrator possesses (legal or illicit) weapons, this increases the risk of acts of armed violence. The risk is especially high if he has already used arms in the context of former acts of violence, or if he threatened to use a weapon in the past. Therefore, the abuser's licence to carry firearms should be revoked. Violent perpetrators may also use techniques of combatant sports or aggressive animals (fighting dogs) as weapons.

Abuse of alcohol or drugs

While violence is not caused by alcohol and drugs, in persons who are inclined to use violence, they may lower the threshold of violence and thus contribute to an escalation of violence.

Threats

Threats should always be taken seriously. The perpetrator's threats express his intention and his plans, and often indicate further acts of violence that are to be expected. It is wrong to assume that individuals who "only" use threats are not dangerous, but are just the proverbial barking dogs that seldom bite. Practical experience has shown that severe violence is often preceded by threats. Therefore, threats are important indicators of the dangerousness of a perpetrator.

Threats of murder/serious coercion

Threats of murder are dire threats that must always be taken seriously. In many cases of domestic murder, the victims had repeatedly been threatened with murder before they were killed.

Threats of suicide, depression

Threats of suicide should also always be taken seriously. There are many examples of perpetrators who kill themselves as well as their partner, other family members or a new partner. If an abuser threatens to commit suicide, a physician should always be consulted to assess the risk of the perpetrator's harming himself or others. Although many abusers use threats of suicide as a means of emotional blackmail, one can never be sure whether they will carry out the threat.

Depression may also be a risk factor for the dangerousness of a perpetrator. Depressive phases are characterised by tunnel vision: One does not see any alternative; nothing seems to make any difference. At this stage, violent acts may escalate.

Extreme jealousy and possessiveness

Abusers who kill or severely injure their partners are often possessed by the desire to own their partners. They are extremely jealous and some regard every man around their partner as a rival. They control and monitor the partner and constantly accuse her of infidelity. This may lead to delusional jealousy, which is especially dangerous because the abuser is losing his grip on reality.

Extremely patriarchal concepts and attitudes

Extremely patriarchal concepts and attitudes may also be risk factors with regard to dangerousness. A typical view in this context is that a girl or young woman must not lead a self-determined life, but has to obey her father, as he is the head of the family. Such attitudes may also mean that a girl or a young woman is strongly persuaded or forced to marry, or that she is prevented from getting a divorce.

What is particularly dangerous is a situation in which very rigid concepts of honour and sexuality prevail and women become victims of violence or are even killed if they do not obey these rules or if they are accused of having dishonoured the family.

Persecution, psychological terror (stalking)

Many perpetrators are not ready to accept a separation from their partner and try to prevent it by all means, also by using violence. There are abusers who continue to commit violent acts also after a separation and threaten their former partners for many years.

Danger for children

During separation or divorce, children are particularly vulnerable. They are also regarded as the abuser's possession. They cannot leave a violent father and, during visits, children may become victims of violence. The abuser's aggressions against the partner may also extend to the children, and he may take revenge by abusing or even killing them. Therefore, safety planning must always integrate the children, and fathers who use violence should not be granted visitation rights before they can prove that they have effectively tackled their violence problems.

Non-compliance with restraining orders by courts or police

If a perpetrator does not meet obligations such as compliance with restraining orders, protective orders requiring him stay away from the victim, or other orders by the courts or youth welfare authorities, this also indicates a high-risk situation, because it shows that the perpetrator is not willing to observe the restrictions that have been defined and to change his behaviour.

Possible triggers

One has to bear in mind that certain situations may lead to a sudden escalation of violence. Often, violence is triggered by a change in the relationship (e.g., when a woman takes a job against the will of her partner, when she looks for help or files for divorce, or when a divorce summons is served upon her husband). Therefore, it is very important to consider which situations or events may trigger violence and to take adequate safety measures in order to forestall it.

Risk assessment by the partner

Gondorf (2002), in his study on the risk of repeat offences in the context of domestic violence, determined that the assessment by the victims is an important indicator of the danger of renewed violence, and that there is a strong correlation between the risk assessment on the part of the victim and the actual use of violence by the perpetrator. Therefore, it is of crucial importance that the staff of authorities and support services ask the woman affected by violence about her assessment of the situation, and her opinion must be taken very seriously. The victim's fear of violence should never be minimised, played down or dismissed as hysterical.

A systematic assessment of the risk situation should be a standard procedure in all cases of domestic violence, followed by development of a safety plan, which should be drawn up with the victim in each individual case - not only once, but repeatedly.

RISK ASSESSMENT¹

Over the last decades, several instruments to assess the dangerousness of a perpetrator of domestic violence have been developed through research and practice. However, the instruments developed are not designed to measure or predict risk precisely. They rather serve to gather information systematically and to compare it with previous experience and knowledge in order to determine whether a victim is at risk of serious harm. In multi-agency cooperation, it is important to share information and engage in coordinated risk assessment. Danger assessment should be carried out with the victims of violence and only if there is a relationship of trust and support. It should always be accompanied by safety planning.

Danger assessment tool by Jacquelyn C. Campbell

Jacquelyn C. Campbell has developed a similar danger assessment instrument that can be downloaded from her website. She also offers online training in danger assessment:

<http://www.dangerassessment.com/WebApplication1/pages/da/>

Initial risk assessment form

ASSIST, Glasgow, Scotland, has developed a risk assessment form for advocates that can be found on the website of CAADA (Co-ordinated Action Against Domestic Abuse):

http://www.crarg.org.uk/library_resources.html#2

London metropolitan police risk assessment model for DV cases

The London Metropolitan Police have developed a risk assessment tool (SPECSS) for their police force that can be downloaded from their website.

www.met.police.uk/csu/pdfs/AppendixIII.pdf

An evaluation of the application of the risk assessment instrument has been carried out by the University of Warwick and can be downloaded:

<http://www2.warwick.ac.uk/fac/soc/shss/swell/research/>

¹ From: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to Good Cooperation, Manual, DAPHNE project Bridging Gaps, Vienna

	Yes	No	Don't Know	
01	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the perpetrator become more violent, brutal or dangerous over time?
02	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever hurt you so much that you needed medical
03	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever tried to strangle you?
04	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever hurt or murdered a pet?
05	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever threatened to strangle you?
06	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever sexually abused you?
07	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever threatened you with a weapon? If yes, which one?
08	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Is he possessive or extremely jealous and does he observe and control you?
09	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Are his attacks becoming more frequent?
10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever threatened to commit suicide, or has he ever attempted to commit suicide?
11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever attacked you during your pregnancy?
12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have you split up, or tried to split up with the perpetrator during the last 12 months?
13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have you tried to organize or to get help during the last 12 months (police, counselling centres, women's shelters, etc.)?
14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have you been isolated or hindered from getting help (telephone, car, family, friends, etc.)?
15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the perpetrator been under exceptional stress during the last 12 months (loss of job, death of someone he is close to, financial difficulties, etc.)?
16	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the perpetrator consume large quantities of alcohol/ does he have a problem with alcohol?
17	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has he ever had withdrawal symptoms/ has he undergone a cure for drug addiction or alcoholism?
18	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the perpetrator possess a weapon; does he wear it, or has he got any other access to weapons? Which ones?
19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Do you think that he could seriously injure or murder you?
20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have you tried to protect the perpetrator in any form (attempted to change the police report, or to get the bail reduced, etc.)?
21	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Was the perpetrator abused himself by a family member when he was a child?
22	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the perpetrator witnessed abuses towards his mother?
23	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the perpetrator show remorse or grief about the incident?
24	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the perpetrator committed other criminal acts (apart from violence)?
25	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Has the perpetrator also abused other people (outside the family)?
26	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the perpetrator take drugs (speed, cocaine, crack, etc.)?

SAFTETY PLANNING¹

The following points should be considered in supporting women victims of violence and their children

- Whom can she talk to about her situation, and whom can she trust - (friends, relatives, employer, teachers in school, etc.)?
- She should pack a bag with her most important belongings and those of her children, especially with all her important documents, and leave it with someone she can trust. Remind her always to have the keys for the house/apartment and the car with her so that she won't leave them behind;
- If there are weapons in the house, explore ways to have them removed;
- In an emergency, what works best to keep her safe?
- Whom can she call in an emergency?
- Encourage her to call the police if violence reoccurs. How can she call the police? Does she have a mobile phone? (The police emergency number can also be dialled if the phone is blocked or if there is no credit balance left; **112 is the number of the European emergency line** operating in every EU country.);
- Can she devise a signal with the children or her neighbours to have them call the police or get help if she cannot do it herself?
- If she needs to escape immediately, where can she go? Help her think through several places where she can go in an emergency. Write down the addresses and phone numbers and tell her to keep them someplace where the perpetrator won't be able to find them;
- If she has to escape, what are the escape routes?
- Remind her that, in the middle of a violent assault, it is best to try to run away, or sometimes to placate the assailant, anything that works to protect her and the children.

If the woman is planning to leave the violent partner

- How and when can she leave most safely?
- Does she have transport, money, and a place to go?
- Does she know how to get to the nearest women's refuge? Does she know the telephone number? Advise her to write it down and keep it where her partner won't find it;
- What can she and others do to prevent her partner from finding her?
- Whom in her support network does she trust to protect and support her?
- How will she travel safely to and from work or school/kindergarten to pick up the children?
- What community/legal resources will help her feel safer?
- What custody and visitation provisions would keep her and the children safe?
- Can she get a restraining order to prohibit the perpetrator from coming near her or contacting her?

¹ Adapted from: WAVE Manual (2004) "Away from violence".

If the woman has separated from the violent partner, discuss the following with her

- Increasing safety measures such as changing or installing safety locks on doors and windows;
- If possible, installing a better security system (window bars, locks, better lighting, a fire extinguisher, etc.);
- Instructing the children or family/friends to call the police in a situation of danger;
- Talking to school teachers and child care providers about who has permission to pick up the children, and developing other special precautions to protect the children;
- Building up a social network to support her, e.g., finding women's support services, asking family, friends, colleagues for support, etc.;
- Obtaining a barring/restraining order by the police/the court, if possible.

Safety bag

Advise the client to have the following available in a safety bag, in case she and the children need to escape:

- Passports, birth certificates;
- Marriage certificate;
- Health and social security cards;
- Immigration documents;
- Driving licence, car papers;
- Divorce papers, other legal documents and important contracts;
- Phone numbers and addresses of family, friends and community services;
- Clothing and comfort items for herself and her children;
- Keys (house, car, etc.);
- Children's favourite toys, school books, etc.

TECHNICAL SECURITY PRECAUTIONS FOR THE SHELTER¹

Technical security precautions are extremely important in a women's refuge. The necessary standards require the following precautionary measures:

- Safe entrances which cannot be forced open;
- Entrances should always be kept locked, and access to the building should be monitored. Ideally there should be a technical monitoring system (cameras, automatic opening and locking devices for doors);
- If the building has several entrances, this is a safety hazard, so a refuge should have only one main entrance. Any other doors to the outside should be kept locked and barred so that they cannot be forced open;
- A yard or garden is an asset for the women and children but poses a security risk. The yard or garden should likewise be secured against forced entry, and it should not be possible for anyone to look inside, throw objects or shoot. This means a high wall, a barrier, a protective fence or an alarm system;
- The yard or garden gate should also be secure, and the refuge workers should make a habit of locking it, especially at night;
- Ground-floor windows are a security risk, and ground-floor rooms facing onto the street should not be used as living or working areas.
- Windows - at least those that are located on the ground floor or can be reached from the outside - should have gratings;
- Every woman's refuge should be equipped with an alarm system by which the police can be called in the event of an emergency. One example is a direct emergency line to the nearest police station.

Summary of the most important security features

- Strong, secure doors;
- Doors permanently locked, monitored access area;
- Gratings on windows;
- Direct emergency line to the police.

Example: The new women's refuge in Vienna, opened in 2002, is a newly constructed building which has a two-door security lock in the entrance area - the second door doesn't open until the first has closed. Several cameras have been mounted to monitor the street in front of the building. The garden is surrounded by a high wall and is secured by an alarm system.

¹ From Manual Away from Violence (2004) p. 66

SAFETY PLAN FOR INSTITUTIONS¹

Services and institutions can only support and protect victims successfully if they also take care of their own safety. Protecting the employees and the clients against all sorts of violence as well as supporting them should be part of the policy of every organization involved in domestic violence prevention. A safety plan for institutions has been developed by the Domestic Abuse Intervention Center Vienna along the following guidelines:

Steps of safety planning

1. Policy of the institution

Clear policy of the agency concerning the occurrence of violence, harassment or discrimination - planning of safety measures; this includes:

- Development of a written safety plan for the support of employees and clients in cases of violence (Who is responsible for support, what kind of support - e.g. a lawyer, some time off, etc.);
- Comprehensive and written safety plan, about what has to be done in dangerous situations; informing all about the safety plan;
- Planning of implementation of the safety plan on all levels:
 - Association / agency of the institution
 - Management
 - Employees
 - Clients

2. Prevention of violence and implementation of the safety plan

- Technical safety precautions (safety door, video, direct line to the police...);
- Monitor daily security measures (e.g. Who is allowed to enter the institution? When are the doors open, when closed? Who has to take what safety precautions?);
- Regularly informing new employees about safety measures;
- Regular 'safety practice' (checking safety precautions, discussing measures with everyone);
- Early warning system: with imminent danger (e.g. an aggressive client), take measures in time, discuss the situation in the team meetings, don't let it 'wait'.

¹ From: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna.

3. Follow-up after occurrences of violence

- Plan what has to be done immediately after the violence - Who has to do what and when (e.g. calling the police / make a report, 'institution ban' for clients, emergency session...);
- Supporting directly affected people (find out their needs, organise and realise supporting measures - which kind of support, competency...);
- Find out the needs of other employees, organise and realise supporting measures (e.g. supervision);
- Assessing the processes concerning safety planning (What worked, what did not?);
- If necessary: improving / up-grading the safety plan.

Considerations for the development of a safety plan

- What unwanted incidents occur / could occur in our institution?
- By whom? Against whom? At what times especially? At which places especially?
- What sorts of violence / danger could occur?
- By whom? Against whom? At what times especially? At which places especially?
- What do we need / What do we have to do to avoid dangerous situations?
 - concerning clarity;
 - concerning agreements / rules;
 - concerning technical instruments / conditions:
- Safety plan for everyday life - Who has to do what and when?
- Safety plan in case of emergency;
- Follow-up after violence - What kind of support is available for the employees? (e.g. Lawyer, supervision, time off...) What for affected clients? What for other employees?
- Who is responsible for what concerning safety? Who is responsible for the ongoing realisation of safety plans? How is that ensured?

CHECKLIST FOR REFUGE GUIDELINES

Adapted from manual "Away from Violence", Chapter 8 - Community life in the refuge

The refuge guidelines should contain information about

- The structures and principles of the refuge;
- The services offered to the women and children;
- The staff;
- Security in the refuge;
- Visiting regulations;
- Responsibility for children;
- The residents' rights;
- The scope for participation (house assembly, refuge council...);
- Rules and responsibilities;
- Guidelines for moving out;
- Contact person(s) in the event of conflicts;
- Complaint procedures;

FORMS OF PARTICIPATION¹

Women living in a refuge should be involved in its organization and administration. This approach, by promoting the principle of help for self-help, requires women to participate and is a factor in empowering them and supporting them in the process of regaining their self-confidence. Many women and children who seek shelter in a refuge have been exposed to a great deal of violence and abuse. Some of them have spent years in isolation imposed by their partners or husbands. Some have had their self-esteem systematically eroded. Life in the refuge, founded as it is upon non-violence, solidarity, involvement and democratic structures, constitutes an alternative way of life to the violent relationship they have left.

Possible models of participation:

- Refuge assembly;
- Children's assemblies;
- Participation in organizational meetings;
- Refuge Council;
- Conflict resolution team:

Further points for discussion regarding participation:

- Obstacles to participation;
- Preventing violence in the refuge;
- Balance of power;
- Respecting and valuing diversity;
- Solidarity;
- Dealing with complaints;
- Participation in external evaluations;
- Involvement in social changes;

¹ Adapted from the Manual "Away from Violence"

FAIR PROCEDURES¹

Fair procedures

One of the most difficult decisions that have to be taken in a refuge is whether or not a woman who has broken the rules and agreements should be prematurely dismissed from the refuge. Many women have nowhere else to live, which makes it very difficult for the refuge staff to expel her - and what about her children, who will also have to suffer the consequences? But if no decision is taken, other women and children might suffer. One fundamental consideration should be which behaviour or which offences are so serious that they warrant dismissal. Because the consequences can be extremely far-reaching, this form of sanction should be used very sparingly, and there should be other consequences for breaking rules. We have also to bear in mind that rules are guidelines for communal living, and it would be unrealistic to demand that they should never be broken.

Often refuge guidelines define norms but do not prescribe procedures and sanctions in the event of non-compliance. It is therefore important to establish formal procedures to deal with infringements in a constructive manner. Any such procedures must include and respect rights of the women concerned.

Model procedure

As said, expelling a woman from a refuge is one of the most far-reaching decisions. The team from a refuge for homeless women in Vienna, Austria, has, with the help of a supervisor, tried to develop a fair procedure and form of hearing to deal with this problem.

The procedure should be organised along the lines of the following questions:

1. What was the infringement to be sanctioned by expulsion?
2. Who is acting as the "prosecutor"? (i.e; who is responsible for monitoring compliance with the rules and reporting infringements?);
3. Is this a "first offence" or have there been prior infringements? If so, how were they dealt with before?
4. Before which body will the hearing take places? Who is responsible?
5. Who has a seat on this body?
6. When will the infringement be dealt with?
7. Who will present the arguments representing the refuge rules?
8. How is the woman concerned represented, does she have the right to be present at the hearing?
9. Who will "defend" the woman concerned - her counsellor or another staff member? (It is very important that somebody takes her side and is accepted as defending her without being seen as "betraying" the refuge rules.);
10. Should representatives of the residents be present?
11. How should the hearing be conducted?
12. How can the best decision be reached? What are the alternatives?
13. Who takes the final decision?
14. When, how and by whom will it be enforced?
15. How will this decision be explained to the woman concerned and the other residents, and by whom?

A fair hearing which the residents can understand helps to build up and maintain trust in the refuge. Intelligible procedures avoid decisions taken by the staff appearing arbitrary. This is one way of offsetting the imbalance of power between refuge staff and residents.

¹ Adapted from Manual "Away from Violence", Chapter 8 - Community Life in the Refuge.

CAMPAIGN 16 DAYS OF ACTIVISM AGAINST GENDER VIOLENCE

The 16 Days of Activism Against Gender Violence is an international campaign for women's rights as human rights. It was started through the initiative of the Center for Women's Global Leadership (CWGL) in 1991. The campaign lasts from November 25, the International Day Against Violence Against Women till December 10th the International Human Rights Day, in order to symbolically link violence against women and human rights and to emphasize that such violence is a violation of human rights. During this 16-day period are also other significant dates including November 29th, the International Women Human Rights Defenders Day and December 1st, World AIDS Day.

Each year women's human rights organizations from all over the world participate in the activities. Information on organizations participating can also be found on the website of CWGL. Each year a special topic is emphasized by CWGL which may be taken up by other groups as well. The 16 Days Campaign is used as an organizing strategy by individuals and groups around the world to call for the elimination of all forms of violence against women by:

- Raising awareness about gender-based violence as a human rights violation at the local, national, regional and international levels;
- Strengthening local work around violence against women;
- Establishing a clear link between the local and international levels in order to end violence against women;
- Providing a network in which organizers can develop and share new and effective strategies;
- Demonstrating the solidarity of women around the world;
- Creating tools to pressure governments to implement promises to tackle violence against women.

Since 1991 over 2,000 organizations in approximately 154 countries have participated in the 16 Days Campaign!

More information: <http://www.cwgl.rutgers.edu/16days/about.html>

COUNCIL OF EUROPE CAMPAIGN: STOP DOMESTIC VIOLENCE AGAINST WOMEN

Council of Europe Campaign 2006 - 7: "Stop domestic violence against women"
http://www.coe.int/t/dc/campaign/stopviolence/default_en.asp

In November 2006 the Council of Europe (CoE) launched a Campaign to Stop Domestic Violence Against Women, which ended in June 2008 with an official Closing Conference. The campaign was carried out at a parliamentary level (PACE), at a national (governmental) level and a regional level.

Information about instruments and activities of the Council of Europe in the area of violence against women - tools and studies developed during the campaign

All studies can be downloaded at the WAVE homepage: www.wave-network.org under the section documents - CoE.

Written publications

- Blueprint of the Council of Europe Campaign to Combat Violence against Women, including Domestic Violence. CoE Task Force to Combat Violence against Women, including Domestic Violence, 2006, Strasbourg.
 - The blueprint gives an overview of the aims of the Campaign, the objectives, its messages, target groups and the supposed time frame of activities.
- Combating violence against women. Stocktaking study on the measures and actions taken in Council of Europe Member States. 2006, Strasbourg prepared by Prof. Dr. Carol Hagemann-White with the assistance of Judith Katenbrink and Heike Rabe. Directorate General of Human Rights. 2006, Strasbourg.
 - This comprehensive study gives an overview and statistics on the extent of the problem incl. cost of violence, implemented measures to protect victims (legal instruments, services and support, perpetrator re-socialisation), measures to deter and punish violence against women (penalisation and prosecution), linking different legal frameworks, holistic approaches like National Action Plans and monitoring the progress in the Member States.

- Council of Europe (2007): Protecting women against violence. Analytical study on the effective implementation of Recommendations Rec(2002)5 on the protection of women against violence in Council of Europe Member States, prepared by Carol Hagemann-White and Sabine Bohne/University Osnabrück, on behalf of the Gender Equality, and Anti-Trafficking Division/Directorate General of Human Rights and Legal Affairs, 2007, Strasbourg.
 - This study is a follow up to the stocktaking study, assessing the implementation of the main areas emphasised in the Blueprint across Europe. It takes account of the diversity of conditions in the Member States.
- Handbook for Parliamentarians "Parliaments united in combating domestic violence against women" Secretariat of the Committee on Equal Opportunities for Women and Men.
 - Parliamentarians can play a vital role by adopting legislation to establish domestic violence as a serious and unacceptable assault on human dignity. This handbook is a practical tool for parliamentarians. It sets out practical ideas for elected representatives who want to back the campaign and help fight the scourge of domestic violence against women. It comprises an overview of the problem, questions and answers, good practices for parliaments and a selected bibliography of Council of Europe work regarding this matter.
- Setting the Standard: A study on and proposals for minimum standards for violence against women support services. Liz Kelly and Lorna Dubois March 2008, Strasbourg:
 - This study gives an overview of and recommendations for minimum standards for shelters, counselling services, legal advice, hotlines, self-help groups, rape crisis centers, training and education, perpetrator programs and intervention projects.
- Council of Europe Campaign to combat violence against women, including domestic violence: Activity Reports of National Focal Points.
 - In this report, 35 countries give reports and outlooks on planned activities within the CoE campaign. Make sure they really realize what they promise here.
- .Council of Europe Task Force statement for European Convention on violence against women 2008
 - As one of the many results of the Council of Europe Campaign "Stop domestic violence against women", the Task Force urges for a legally binding convention to prevent violence, protect the victims and punish the perpetrators. The Task Force considers that the Council of Europe has a unique opportunity to lead the process for the preparation of the first European human rights treaty to prevent and combat violence against women. The Task Force highlighted the absence of a universal treaty and a European treaty in this field. Indeed, at present only the Organization of American States and the African Union have treaties in this field.

Other campaign material

- Domestic Violence Poster;
- Flyer;
- Bookmark.

THE AUSTRIAN WOMEN'S SHELTER NETWORK

The Association Austrian Women's Shelter Network (AOEF) was founded by members of staff of different Autonomous Women's Shelters in Austria in 1988. The aim of this feminist non-profit network has been to enhance the cooperation of the different shelters and women's help services as well as to ensure the exchange of information. At the moment 26 of 29 shelters in Austria are members of the association. AOEF deals with gender-based violence and being the only institution of this kind in Austria, acts as a pioneer in the field of research, training and documentation. Within the last few years it has performed an increasing number of tasks such as training-courses for the police, seminars for different professions, expertise for law improvement, created an archive on violence, intervention projects, and international projects. AOEF now comprises four departments: the Austrian Information center against violence, the 24hr women's helpline against violence and an archive of literature against violence and WAVE.

In 1991 the Austrian Information Center against Violence was established as a "service center" within the association which is responsible for networking and coordination of the women's shelters. They have also organized conferences twice a year. The association AOEF serves the staff of the women's shelters as a source of information and also does lobbying for the women's shelters.

The aims of the Information Center against Violence are

- Information and sensitization of the public about the problem area of violence against women and children;
- Providing information about help organizations;
- Encouragement and support of the establishment and extension of women's shelters, counselling centers and other establishments those are active in the area of violence prevention;
- Networking of women's shelters and other establishments those are active in the area of violence prevention;
- Training of various professional groups;
- Development and realization of new measures against violence against women and children;
- Implementation of activities for the prevention of violence against women and children and violence in civil society in general;
- Study of personal and structural violence against women and children;
- Improvement of women's social and economic situation;
- These aims are reached by: Public Relations work (work with the media, press releases, conferences,...), conferences, publications, collection of data, press monitoring, lobbying activities, networking of the women's shelters, networking and cooperation with other establishments and organizations, presentations, specialist meetings and preventive education activities, campaigning, etc.

The 24hr nationwide helpline against male violence (0800 222 555) is a service helpline which came under the umbrella of AOEF in 1999. A team of social workers and psychologists can be reached for telephone counselling for women and children affected by violence. The helpline works nationwide, 24hrs/7 days a week and for free of charge.

In the documentation and archive against violence, books, videos and other documents against violence are collected. Books can be copied and read in the library.

WAVE (Women Against Violence Europe) is a Europe wide network which has over 80 focal points in 48 European Countries and networks over 4000 women's right NGOs and women's help services. More information about WAVE can be found in "Handout 50".

DESCRIPTION OF WAVE (WOMAN AGAINST VIOLENCE EUROPE)

Women Against Violence in Europe (WAVE) is part of the Austrian Women's shelter network (AÖF), which comprises also the Austrian Information Center against Violence, the 24hr women's helpline against violence and the archive of literature against violence.

WAVE is the European network of women's non-governmental organizations and works in the field of ending violence against women and children. Organizations within the WAVE network include women's shelters, crisis hotlines, and organizations focusing on prevention and training. The WAVE office - the coordination of the network - is located in Vienna.

WAVE's vision: WAVE strives for a world respecting women's rights as human rights and for a world free of violence against women. To realize this vision, violence against women has to be identified as a priority area to be tackled internationally as well as nationally. States must be held accountable and take active steps in ending violence against women, adapt and implement legislative measures and ensure specific quality services run by NGOs to be provided for women and children affected by violence.

WAVE's mission is to promote women's human rights and ending violence against women by setting up a network of women's NGOs, lobbying activities for legislative changes, promoting specific quality services, providing training, campaigning, capacity building and conferences.

The **WAVE network** was founded in 1994 and initially launched its activities at the World Conference on Women in Beijing in 1995. Having started off with six organizations, the network currently connects approximately 4000 women's organizations combating violence against women and children in Europe. At the regional and national levels about 91 Focal Points in 46 European countries form the basis of the network.

WAVE focal points are member organizations embedded in an informal structure. There are no membership fees, but also no formal decision making structures - those organizations participating are also deciding. This enables prompt reaction to upcoming issues concerning DV.

All focal points at the WAVE network have in common that they are NGOs based on or support feminist principles, work towards the same vision to end DV and VIOLENCE AGAINST WOMEN. They share the desire to be internationally engaged as well as to have access to European and international decision-making processes. The WAVE focal points are the force of the WAVE network to - jointly - influence external policies (UN, CoE, EU level) as well as seeking support to influencing and implementing national policies.

Focal points are embedded in a local network where they can reach other organizations. In doing so NGOs function as multipliers. Sometimes there is more than one focal point in one country, since the aim is to reach many different networks and NGOs working in the field of DV.

Focal points have specific tasks such as to disseminate WAVE information regularly to groups within their network, to monitor the implementation of women's human rights in their country and pass information from their network to the WAVE office in Vienna as well as to other Focal Points. Furthermore Focal points are often project partners and should strive to participate at the annual WAVE conference in order to network, exchange good practice examples, and discuss upcoming issues and strategies for the next year and to get updated information on new developments regarding DV.

Aims and main activities of the WAVE-network

Advocacy, collecting and providing information in relation to domestic violence: For women affected by violence and people looking for support services, WAVE maintains a directory containing over 4000 women's help organizations in 46 European countries. Further, WAVE gathers country specific information in relation to male violence against women, research, applicable laws, international documents, good practices and prevention strategies, which is also published at the WAVE directory and is a source of information for women's NGOs, policy maker and researchers.

Lobbying, campaigning and awareness raising: WAVE lobbies the EU-, CoE- (Council of Europe) and UN-policies to take actions against VIOLENCE AGAINST WOMEN and monitors - with the help of the WAVE Focal Points - the implementation of those commitments on national level of the WAVE member countries. WAVE supports focal points to hold states accountable for their commitment. WAVE participates in campaigns raising awareness of VIOLENCE AGAINST WOMEN, of ways to tackle violence, and of the importance of specific quality services. WAVE highlights occurring legal/structural forms of violence of which women are affected and ponders for the obligation of the state to ensure a life free of violence for every single woman.

Networking, projects and training seminars: WAVE promotes dialogue and cooperation among women's NGOs Europe-wide through information exchange, Europe-wide projects, conferences, training seminars and consultations, as well as active participation in social movement events at national, European and international levels.

WAVE's networking aims are four-folded:

1. We work internally with our focal points to make the WAVE network even stronger (annual WAVE conference, WAVE-network list, projects, policy paper),
2. We use the strength and resources of being a network to influence external policies (UN, CoE, EU level), for this aim we also cooperate with other organizations and allies,
3. We use the strength and resources of being a network to influence national policies in our focal point countries in order to promote women's human rights and their implementation, for sufficient and adequate women's services, etc,
4. We support cooperation structures between different professional groups who work in the field of violence against women since effective cooperation structures can save the life of women affected by violence.

Regular services of WAVE

The **WAVE database** is a comprehensive database on the subject of violence against women and children in Europe. It comprises addresses of over 4000 women's organizations working in the field as well information on legislation, research on violence against women as well as a resource section with international documents. Easy access is guaranteed by publishing the database on the Internet, on WAVE's website www.wave-network.org. Having started with information on domestic violence / male violence in intimate relationships, it now covers many other forms of violence against women, such as trafficking in women, FGM, violence against migrant women, etc.

Apart from the WAVE-database, the **WAVE-website** contains regular information on current international developments regarding the issue of violence against women on UN, Council of Europe and EU level, as well as specific information on the situation in 46 European Countries. Further, the WAVE website contains position papers, update on projects and publications.

Training for professionals: Training and further education is one of the crucial ways to pass on experience and knowledge. Experts who have been actively involved in violence prevention activities for many years provide their expertise during special training seminars. The seminars are based on a comprehensive training programme on combating violence against women which were developed by the WAVE office as part of a DAPHNE projects.

Information supply and training materials

- More than a roof over your head - A Survey of Quality Standards in European Women's Refuges (2002);
- Prevention of Domestic Violence against Women - European Survey, Good Practice Models, WAVE Training Programme (2000);
- Away from violence - guidelines for setting up and running a women's refuge (2004).
- Bridging Gaps - From good intentions to good cooperation. Manual for effective multi-agency cooperation in tackling domestic violence (2006);
- Annual WAVE report on activities, WAVE additionally strives to publish annually a country report on the situation of women's services and the legislative situation of VIOLENCE AGAINST WOMEN within the WAVE member countries;
- WAVE newsletter - The newsletter monthly gets published and contains information on VIOLENCE AGAINST WOMEN issues on international and national level (of the 47 member countries) as well as updated information about projects, activities and campaigns;
- FEMPOWER is a journal published once or twice per year by WAVE. Each journal has a special "focus topic", e.g. on the Council of Europe Campaign to Stop Violence against Women (2006-2008), on CEDAW, on the Situation of Migrant Women.

All materials mentioned above, information about trainings, projects and activities, the WAVE database as well as country specific information regarding VIOLENCE AGAINST WOMEN can be found on the WAVE website: www.wave-network.org.

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THE PROCESS OF COOPERATION - STEPS TO BE TAKEN¹

Multi-agency cooperation can take many forms, from information networking to institutionalised cooperation between agencies. The goal of multi-agency cooperation is to go beyond informal networking and to achieve more binding forms of cooperation that have the potential to introduce change and improve the response to survivors of violence. Multi-agency forums or round tables have been established in many countries at the local and regional levels. This handout provides information on how to start a multi-agency initiative and on possible structures and working methods.

1. Getting starting

Many multi-agency initiatives are initiated by women's NGOs providing services to survivors. This is not surprising, since the need and pressure to improve the response to violence against women and children is most urgent for agencies which in their daily work are confronted with the problems and concerns of survivors. Most women's NGOs lack resources even for providing basic services; multi-agency work is hardly funded, which makes any commitment in this field a "luxury". Still, many women's NGOs and other agencies do engage in various forms of cooperation, knowing that they have to work together in order to provide effective services to survivors. It is advisable for a multi-agency initiative to "start small" and to grow slowly, aiming at broadening its tasks as well as its resources.

Ideas for getting started:

Preparations

- Collect and provide statistics on the prevalence of violence against women and children in your region, the number of survivors seeking help in your agency or other agencies, as well as information, research and reports about the status quo of service provision and responses to the problem;
- Identify policy papers, national or international documents, national action plans, etc. that oblige provincial, national and regional governments to provide effective services and protection to survivors of violence and use these documents as a policy base;
- Mapping;
- Sit down and think about agencies you are working with successfully already;
- Meeting;
- Call a series of two or three meetings with the aim of setting up a multi-agency initiative in your town/region and invite the agencies you have identified as potential allies;
- Form a small working group or steering group to coordinate the activities;
- Establish an ongoing forum that meets regularly;
- Actors involved - see chapter 10 in the Manual Bridging Gap (WAVE-Network 2006);
- Possible initial activities;

¹ Adapted from: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna, Chapter 10.

- Start with the aim of getting to know each other and sharing your experiences;
- Organise a multi-agency training event to deepen your knowledge about each other's work and experiences;
- Take time to find out what the participating agencies expect from multi-agency cooperation and what they are willing to contribute;
- Identify concrete themes for the first meetings;
- Identify gaps in services;
- Develop common visions and goals about the ideal response to violence against women and children;

2. Leadership

In order to form a successful and productive multi-agency initiative, it is necessary to assign the role of leadership and of coordination of the processes to specific agencies or persons. Some multi-agency initiatives decide for a rotating leadership; others designate one agency to assume this task or hire a person to take on the job. No matter how this task is organised, it is important that those agencies most involved in the field (women's refuges and women's services for survivors) take a leading role and that their expertise is acknowledged and valued.

Many multi-agency initiatives have good experience with having experts from women's agencies, who are usually most engaged and have a comprehensive knowledge of the problem, taking the lead in coordinating and preparing the meetings. By having at least two persons participating in the meetings of the multi-agency initiative, the coordinating women's organizations solve the problem of having to fulfil two roles (chairing and contributing). This can put an additional burden on small women's agencies, but it has proven to be a successful model, according, for instance, to the local round-table initiatives in Gladbeck, Germany (see appendix--models and examples).

3. Development of working structures

Minimum working structures

A local multi-agency initiative such as a round table should have the following minimum working structures:

- A coordinating agency to prepare and chair the meetings;
- A mailing list;
- Invitations to meetings;
- Regular meetings (in the beginning, it might be necessary to meet more often, e.g., once a month; later on, when goals are developed and tasks shared out, it may suffice to meet every second month or quarterly. Frequency always depends on the projects that are to be carried out and the resources available);
- Commitment to regular participation for a given length of time;
- Development of concrete goals and steps to implement them;
- Keeping of minutes of all meetings and activities; distribution of the minutes;
- Evaluation procedures to monitor developments and progress.

Continuous reflection on the activities of the multi-agency initiative is important in order to prevent the initiative from becoming a "talking-shop" which only pretends to be active rather than achieving actual change.

Sub- groups

If the multi-agency initiative has a large number of participants, it may be difficult for them to work together in a fruitful way. The building of sub-groups can be a good method to stay productive and to avoid frustrations. Sub-groups can deal with specific issues (e.g., legal protection measures, the situation of immigrant women and violence, effects on children, perpetrator programs) or they can serve to carry out specific tasks like organising a conference or a training course.

Steering group

As the multi-agency initiative grows and develops different "branches", it might be necessary to form a steering group to coordinate actions. A steering group can serve as the managing body of a multi-agency initiative. Its tasks can be to coordinate policies and actions, to provide resources through fund-raising activities or to network with other initiatives, e.g., general crime-prevention initiatives. A steering group should not have too many participants, but it should also make sure agencies engaged in supporting special groups such as immigrants or ethnic-minority women are represented.

4. Principles and methods of working together

Common ground, respect and dialogue

- It is important to identify the common ground, the base that all agree upon, and to broaden this base over time;
- It is also important to identify points on which participants do not agree and to try to understand why; it is advisable to engage in a dialogue and to try to understand and discover the rationale for a certain position instead of just arguing;
- It is important to respect and value the opinions of agencies with long-term and expert experience in the field;
- Respectful, non-sexist and non-discriminatory attitudes and action should form the basis for working together;
- Based on a non-discriminatory policy, each agency's position should be respected, even if it is not shared by all.

Decision-making

In order to move on from more informal networking and to be able to take action together, it is important to decide on a method of decision-making. Some points to consider are:

- Common decisions serve to build the identity of the multi-agency initiative;
- It is necessary to work out a practicable method of decision-making;
- Disparities in power between agencies (e.g., small vs. big, "poor" vs. "rich" agencies) should not be magnified by reflecting the power in the decision-making processes;
- The perspectives, interests and needs of survivors should always be the central concern in decision-making.

- It may be wise to strive for decisions by consensus if possible, in order to make sure all participants feel respected and integrated;
- However, multi-agency initiatives should also aim at reaching decisions that guarantee progress and improvement of the status quo rather than settling for the lowest common denominator; participants should not use their power to block progress and improvements;
- In order to build trust, it can be important to agree not to talk in public about the multi-agency initiative without the consent of all the participants.

5. Goals, policies and action plans

In order to move beyond the stage of identifying what should be done to improve the situation, it is necessary for a multi-agency initiative to identify concrete goals and to work towards putting them into practice.

Action plans and written agreements, signed by all the participants, form a binding structure for a multi-agency initiative and represent an important base for sustainable work. An action plan should comprise long-term as well as short-term goals. Long-term goals are broader and describe the general development that should be achieved, like "Improving services for victims". These more general goals should then be broken down into concrete goals and formulated in a manageable way (example: improving services for victims by supporting the setting up of one more women's shelter in the region; the support comes from the activities that follow within the next three months).

In order to be able to monitor and evaluate whether goals have actually been attained, it is important to formulate them very clearly and also to define **indicators** suitable for measuring goals or determining whether they have been achieved. Indicators can be of a quantitative or a qualitative nature. For example, if the goal is to develop guidelines for cooperation between two agencies, the indicator for achievement of the goal will be that the guidelines exist in written form and are being implemented in the working procedures of both agencies by a certain date.

Of course it is important that goals always correspond to resources and that the necessary means (finance, infrastructure, personnel) are available to implement the goals. Careful and realistic planning is necessary to avoid failures and frustration, which in the worst case can lead to the collapse of a multi-agency initiative.

Agreed goals should be formulated in a written action plan or policy paper, coordinated with the heads of all the agencies involved and signed by all the participants. The action plan or policy paper should contain:

- A common definition of the problem;
- A mission statement and visions;
- An analysis of the status quo and the need for change;
- Overall goals and operational goals;
- Strategies and methods for achieving the goals and implementing policies;
- A timetable;
- Responsible agencies and persons;
- Resources allocated to carry out the tasks (personnel, money, materials, etc.)
- Evaluation procedures.

6. Making the work visible

It is also important to make the work of the multi-agency initiative visible, i.e., by means of:

- Information sheets;
- Annual reports;
- Research and evaluation reports;
- Websites and other means.

7. Evaluation

Goals and action plans need to be evaluated continuously. A multi-agency initiative should take the time at least once a year to evaluate the work that has been done. It is advisable to turn to an external expert for this task. The cycle of quality control can serve as a model for integrated evaluation:

Cycle of goal-oriented actions

- Define overall goals;
- Analyse the situation and the status quo in the field in which you want to achieve changes; collect data and information;
- Define concrete, realistic goal(s);
- Develop an action plan to achieve the goals (strategies, methods, means);
- Define indicators to measure and determine whether the goals have been achieved;
- Analyse and evaluate the results (what worked and why, what did not work and why, what needs to be changed);
- Take action to make improvements and redefine goals.

8. Resources

Every agency should allocate the necessary resources for participating actively in multi-agency cooperation and at least provide staff time and if possible also money for carrying out projects and tasks. Local and regional authorities should fund multi-agency initiatives on a regular basis, covering at least coordination work and specific projects. Small agencies like women's refuges and other women's services should get additional funding by the local or regional government to avoid siphoning off resources for multi-agency work from service provision. Multi-agency initiatives should not have to compete for funding with women's services, as this would be counter-productive to the provision of adequate services to survivors and also to the spirit of cooperativeness. Funding should thus come from other sources.

ROUND TABLE: "VIOLENCE-FREE CITY"¹

This exercise can serve as a preparation for multi-agency cooperation. It can be used by a group, i.e., a women's refuge planning a round table in their town, to empathise with the different groups they are planning to involve. It can also be used in a multi-agency training event where the participants get a chance to "slip into the shoes of the other" in order to better understand each other as a prerequisite for finding common goals and solutions.

Situation

In your city, the round table "Violence free city" on protection and support of women victims of violence is meeting for the first time. The women's shelter has initiated and prepared the gathering and is chairing it together with the head of the city's equality department. The goal of the first meeting is to get to know each other and to discuss common goals for future cooperation. The women's shelter has invited two women from a self-help group of survivors to the meeting. One woman has brought along her teenage daughter to translate for her.

Roles:

2 staff members of the women's shelter (NGO), 1 coach/observer;
2 women from the self-help group and one teenage daughter, 1 coach/observer;
1 head of the city's equality department;
1 member of the police force;
1 member of the youth/child welfare office;
1 family court judge/clerk;
1 prosecutor;
1 social welfare office staff member;
1 person from the mayor's office;
1 general coach/observer;
Total=15 people.

Preparation

The representatives of the women's shelter and the staff member of the equality department prepare the role-play with support by the coach. During the role-play, the coaches function as observers. The two women from the self-help group and the daughter prepare their role-play together, with support by the coach/observer. The other representatives prepare their roles first by themselves and then together. Participants should invent their own characters (name, age, profession, rank, history, needs, experiences, goals for the meeting, hidden agendas, etc.)

¹ Adapted from: WAVE-Network (Women against Violence Europe) (2006): Bridging Gaps - From Good intention to good cooperation, Manual, DAPHNE project Bridging Gaps, Vienna.

QUALITY STANDARDS IN DELIVERING HUMAN SERVICES¹

- Treating each client/survivor with the dignity he or she deserves;
- Respecting confidentiality;
- Providing on-time services;
- Providing resolution to legitimate complaints;
- Providing services in a safe and secure setting;
- Providing services in a facility that is accessible, clean and functional;
- Delivering services provided by competent, trained personnel;
- Assuring that services provided meet high standards and respond to the clients' needs;
- Obtaining informed consent from clients before services are provided;
- Seeking constant feedback from clients to improve the delivery of services;
- Taking advantage of advances in technology to improve communication between the organization and the clients.

¹ Grobman, Gary M. (1999): Improving Quality and Performance in Your Non-Profit Organization, White Hat Communications, Harrisburg/Pennsylvania.

WOMEN'S AID ENGLAND - CORE STANDARDS UNDERPINNING ALL SERVICES¹

1. Understanding domestic and sexual violence and its impact

Services demonstrate an approach that recognizes and understands the dynamic and effects of domestic violence.

- 1.1. Services work to and promote a definition of domestic violence and sexual violence that acknowledges that domestic and sexual violence, by a known person, is a pattern of coercive and controlling behavior. Services recognize that the cause of domestic and sexual violence is rooted in the issues of power and control the perpetrators sense of entitlement; that where domestic and sexual violence is perpetrated by men against women this is a consequence of, and reflects an reinforces, the historical unequal power relations between men and women in society;
- 1.2. Services recognize that women survivors, because of their gender, are likely to be affected by a range of forms of violence against women -FGM; forced marriage and so-called honor-based violence; rape and sexual assault; sexual abuse and sexual exploitation, sexual harassment, trafficking and exploitation through prostitution and the pornography industry;
- 1.3. Services recognize and promote information about the links between domestic and sexual violence, violence against women and the abuse and neglect of children; that witnessing domestic violence and sexual violence also constitutes harm to a child of young person and acknowledge the impact of the above for help seeking, service provision, child and adult protection;
- 1.4. Services acknowledge and promote that domestic and sexual violence is unacceptable and an abuse of human rights. Services challenge the social tolerance of domestic and sexual violence and address myths of false beliefs about domestic and sexual violence in their own and in other agencies, and the wider community;
- 1.5. Services understand the effect that domestic and sexual violence has on survivors and operate from a position where survivors are believed, listened to with empathy, and provide a non-judgmental response;
- 1.6. Services recognize that the social and cultural identities, needs and experiences will have an effect on individuals' experience of domestic and sexual violence and that particular groups may face disadvantages as a result.

2. Safety

Services demonstrate that all intervention prioritizes the safety of survivors and staff.

- 2.1. Services acknowledge that safety is paramount and that all survivors, their children and staff working with them have a right to be protected from violence and abuse, and will take action in accordance with procedures to ensure this;

¹ Section from: Women's Aid Federation England (2007): National Service Standards for Domestic and Sexual Violence, Core Standards, 2 nd Draft July 2007, www.womensaid.org.uk .

- 2.2. Services recognize the need for gender sensitive service provision to ensure the safety of survivors and to enable effective recovery from abuse;
- 2.3. Services utilize effective risk assessment to identify and immediate risk of harm to survivors at the point of referral and, where services are ongoing, follow up with a comprehensive assessments of risk to survivors and their children, which is quarterly reviewed and updated;
- 2.4. Services respond to identified risk by providing appropriate information, conducting safety planning and intervening with agreed support and advocacy services to help reduce and manage risk;
- 2.5. Services seek information from other agencies to enable effective assessment of risk, and contribute to risk assessment conducted by other agencies by providing specialist advice and information;
- 2.6. Services recognize that confidentiality and privacy are key to enabling disclosure and effective support and ensure that all work with survivors is conducted in the safest environment possible.

3. Diversity and equal access to services

Services respect the diversity of survivors and positively engage in anti-discriminatory practice, and survivors should be supported assisted to access services on an equitable basis.

- 3.1. Services ensure that survivors, when attempting to access or when receiving services, will not experience unfair discrimination on the basis of their: additional support needs; age, caring responsibilities; class; cultural beliefs; disability; economic status; gender reassignment; HIV status; language barrier; marital status; nationality; race; religion; sexuality, unless this is a justified requisite for specialized service;
- 3.2. Services take steps to ensure they are accessible and welcoming to all survivors who are experiencing or have experiences domestic or sexual violence;
- 3.3. Services promote and engage in anti-discriminatory practice in all aspects of their work, and are understanding, sensitive and responsive to the individual needs of survivors and their children from diverse backgrounds with a range of support needs;
- 3.4. Services are responsive to, and challenge, unfair prejudice and discrimination when it arises, within service delivery and when advocating on behalf of survivors;
- 3.5. Access to services is prioritized on an individual basis taking account of availability, risk, need and level or nature of support required;
- 3.6. Services maintain good links with specialist agencies that work with people from diverse backgrounds, and use multi-agency networks to promote access to services, and referral and signposting for survivors who may fall outside their eligibility guidelines or benefit from specialist services;
- 3.7. Services recognize the need of, provide support for, and seek assistance for, survivors with insecure immigration status or EU status who have no recourse to public funds or without work visa.

4. Advocacy

Services provide both institutional and individual advocacy to support and promote the needs and rights of survivors.

- 4.1. Specialist domestic and sexual violence services provide services and support that are independent of criminal justice or local authority jurisdiction or of other statutory agencies;
- 4.2. Services fully utilize the statutory framework for responding to domestic and sexual violence, survivors' rights and entitlements within existing systems, and offer effective individual and institutional advocacy;
- 4.3. Services understand and ensure the principle of good practice in effective advocacy work with individuals (early and periodical assessment of the survivors needs; realistic, regularly reviewed support plans, continuity of support and advocacy, based on agreements with the survivor);
- 4.4. Advocacy work undertaken is outcome focused and these outcomes are representative of the particular needs of domestic and sexual violence survivors;
- 4.5. Services liaise regularly with other agencies to develop positive working relationships and to negotiate or resolve problems in law, policy and practice, in order to maintain and develop effective response to meet the needs and interests, safety and well being of survivors.

5. Empowerment and a survivor centered approach

Services encourage survivors to identify and express their needs and make decisions in a supportive and non-judgmental environment; survivors are treated with dignity, respect and sensitivity; and promote service-user involvement in the development and delivery of the service.

- 5.1. Services provide clear information about the services they provide, how to access the service, and about the rights and responsibilities of survivors upon accessing services;
- 5.2. Services provide timely, pro-active support which is non-judgmental and flexible enough to meet survivors' individual needs;
- 5.3. Services promote self help, empowerment and inclusion, to enable survivors to take control of their lives, maintain their independence and acknowledge their life experience & strengths; services promote survivors' rights to respect, dignity, independence, choice and control, where this does not conflict with safety;
- 5.4. Services use a range of methods to consult survivors to inform the management of services, service delivery and policy development - (documented individual and group consultation with survivors).

6. Confidentiality

Services respect and observe survivors' right to confidentiality and survivors are informed of situations where that confidentiality may be limited.

- 6.1. Services ensure that access to information about services, whether verbal or written, is restricted to those with a need to have access and limited to the information they need;
- 6.2. Services understand and respond to the additional needs domestic and sexual violence survivors, and staff providing services to them, may have in relation to confidentiality and take steps to minimize identified risks that could arise from inappropriate information sharing;
- 6.3. Services have mechanisms in place to share information appropriately and safely, including information sharing protocols within a multi-agency framework.

7. A coordinated community response

Services operate within a context of inter-agency cooperation, collaboration and co-ordinated service delivery, to ensure a culture of intolerance about domestic and sexual violence is developed in communities and by individuals.

- 7.1. Services recognize the need for safe, consistent multi-agency response to domestic and sexual violence; services participate in a coordinated community approach in order to protect survivors, provide appropriate services and to reduce and prevent domestic and sexual violence, and hold perpetrators accountable and manage their risk;
- 7.2. Services take steps to ensure that the needs of survivors are effectively represented by a specialist provider within local multi-agency partnership working arrangements;
- 7.3. Services promote awareness amongst other statutory and voluntary agencies of domestic and sexual violence and, where appropriate, develop coordinated best practice response.

8. Responsibility for the violence and holding perpetrators accountable

Services operate within a culture based on the belief that perpetrators have sole responsibility for their violence.

- 8.1. Services believe that perpetrators have sole responsibility for their violence, and that the safety of survivors is paramount; this informs service provision, risk assessment and safety planning.
- 8.2. Services have systems in place to identify the primary perpetrator of domestic and sexual violence and operate from an understanding of the different context in which men's violence and women's violence occurs. That is:
 - Domestic violence is a pattern of coercive and controlling behavior;
 - The causes of domestic and sexual violence are rooted in the issues of power and control and the perpetrators' sense of entitlement within relationships;
 - Men's violence against women is learned and intentional behavior, a direct consequence of the power differentials and inequality between men and women, and men are encouraged to believe that they are entitled to privilege and dominance over women in general and to power and control over their partners in particular;
 - Women's violence to men is neither the same as - nor symmetrically opposite to - men's violence to women, and reasons why women use violence within intimate relationships include (i) self-defense, protection of self or children, and/or escape from violent partner (protective); (ii) a response to a limit to their autonomy due to a history of adult/childhood victimization (both protective and reactive); and (iii) power and control over intimate partner (primary perpetrators);
 - Same-sex domestic violence occurs within the context of societal homophobia and heterosexism. Although there is an absence of gender difference, gender role stereotypes still needs to be addressed in service provision (i.e. gay and bisexual men were socialized as boys, lesbians and bi-sexual women were socialized as girls);
- 8.3. Services work with, promote or refer to voluntary sector perpetrator programs that meet respect minimum standards and principles, and services ensure that survivors have realistic expectations about the opportunities and potential risks of such programs;
- 8.4. Work with survivors recognizes and promotes the fact that responsibilities of the violence rests with perpetrators, and encourages a focus on their own and their children's needs, and not that of the perpetrator.

9. Accountability

Services provide effective management of services so that survivors receive a quality service from appropriately skilled staff.

- 9.1. Services provide effective management and delivery of services that are sensitive and appropriate for survivors' needs;
- 9.2. Services meet their stated mission and values, and have transparent systems in place to ensure accountability to stakeholders, funders and service users;
- 9.3. Services ensure the staff providing services are recruited, employed and developed to ensure that they are competent to meet the requirements of specialist domestic and sexual violence service provision.

POLICIES AND PROCEDURES ENSURING QUALITY STANDARDS

Principle 1: Information

The purpose and objectives of the services of the women's refuge should be clearly defined and its mode of operations transparent to the staff, the service users, and the general community.

Written basic information (handbook, brochure, leaflet)

- Women's service / refuge has an up-to-date handbook, information leaflet or brochure describing its purpose, objectives, target groups, principles, approach to service delivery, types of services provided, admission and leaving procedure;
- The description is available to all potential service users, staff and members of the community;
- The description is in a user-friendly language and it is also available in several languages (according to the languages in the population); it should also exist in visual or audio format;
- The description is explained to individual service users when they access the service.

Written description of policies and procedures

- The women's refuge/service has documented policies and procedures describing how it will approach service delivery issues;
- Core standards as well as implementation steps are described:
 - Understanding domestic and sexual violence and its impact;
 - Safety;
 - Diversity and equal access to services;
 - Advocacy;
 - Empowerment and a survivor centered approach;
 - Confidentiality;
 - A co-ordinated community response;
 - Responsibility for the violence and holding perpetrators accountable;
 - Accountability (see Women's Aid England 2007);
- The women's refuge/service has a mechanism to review and update its policies and procedures.

Records of service operations and activities

The women's refuge/service maintains precise and current records of service operations and activities, in compliance with the principle of confidentiality;

- Precise and current records of service operations and activities of the women's refuge/service are maintained, in compliance with the principle of confidentiality;
- Statistical reports are produced, in compliance with the principle of confidentiality;
- Periodical statistics and reports on the women's refuge/service performance are accessible to the public; again they have to be in compliance with the principle of confidentiality.

Principle 2: service to users

The service should identify and respond to specific service users' needs.

Policies and procedures in relation to accessing and leaving the service

- Women's refuge/service has policies and procedures in relation to accessing and leaving the service and they are accessible to service users, staff and other interested parties;
- The entry policy is non-discriminatory and clearly identifies the target groups for service delivery and - if there is a shortage of services - the criteria for determining priority for entry;
- If a women seeking help cannot be served, the women's' refuge/service provides her with reasons for the decision and, if possible, refers the client to an alternative service.

Procedures to assess and meet survivors' needs

- The women's refuge/service has policy and procedures in relation to assessing and meeting service users' needs and feedback to the service; the procedures are accessible to service users, staff or other interested parties;
- Survivors are consulted regularly and their views are incorporated in the assessment and planning process. Relevant staff is consulted as well;
- The women's refuge/service records assessment of service users' needs and feedback updates them regularly and plans as to how they will meet their needs, including goals, action identified and timeframes for achieving or reviewing plans.

Principle 3: respect for service users' rights

The women's refuge/service respects the rights of the service users in all aspects of service operations and delivery.

Policy and procedures to ensure the service users' right to make informed choices of the service they receive:

- The women's refuge/service has policy and procedures for providing service users with opportunities, if appropriate, to make informed choices and decisions about the services they receive, and such policy and procedures are accessible to them.

Policy and procedures to respect the service users' rights for privacy and confidentiality:

- The women's refuge/service has policy and procedures for ensuring that the privacy and dignity of individual service users are being respected, and the policy and procedures are accessible to service users, staff or other interested parties;
- The women's refuge/service has policy and procedures for ensuring that service users' rights on confidentiality are being respected, and the policy and procedures are accessible to service users, staff or other interested parties.

Policy and procedures for ensuring that service users' rights in relation to private property:

- The women's refuge/service has policy and procedures for ensuring that service users' rights in relation to private property are being respected, and the policy and procedures are accessible to service users, staff or other interested parties.

Policy and procedures in relation to ensure service user rights to freely raise and have addressed, without fear of retribution, any complaints he or she may have regarding the service:

- The women's refuge/service has policy and procedures in relation to handling complaints and they are accessible to service users, staff or other interested parties;
- The procedures identify necessary staff actions and specify who will be responsible for dealing with the complaints, include timeframes and indicate how/when feedback will be provided to the service users;
- Service users are informed of their rights to, and procedures involved in, raising complaints;
- The women's refuge/service encourages and provides opportunities for service users to discuss service delivery issues and to freely raise any concerns they may have;
- Any complaints raised and actions taken are documented.

Policy and procedures to ensure that service users are free from abuse:

- The women's refuge/service unit has policy and procedures for ensuring that service users' rights to freedom from verbal, physical and sexual abuse are being respected, and the policy and procedures are accessible to service users, staff or other interested parties;
- Staff of the women's refuge/service are aware of these policy and procedures;
- Service users and staff are encouraged to raise any concerns about verbal, physical or sexual abuse and are given appropriate opportunities to do so.

Service standards regarding safety:

See Handout 56 "Quality Standards in Management" and Handout 43 "Safety Planning for Institutions"

QUALITY STANDARDS IN MANAGEMENT

The women's refuge/service should manage its resources effectively and in a manner that enables the organization to be innovative and to continuously improve the quality of service delivery.

The roles and responsibilities of all staff, managers, the Association, the Management Committee, the Board, and other decision-making bodies (i.e. a Refuge Council) should be clearly defined

- Job description and duty statements which define roles, responsibilities and accountabilities in respect of all positions within the women's refuge service are available;
- This information is accessible to all staff, service users and other relevant parties;
- The roles, responsibilities and membership of the Association, the Management Committee and/or the Board or other decision making bodies are clearly defined and documented;
- The women's refuge/service has an organigram picturing the overall structure and accountability relationships.

Policy and procedures on staff

The women's refuge/service implements effective staff recruitment, contracting, development, training, assessment, deployment and accountability practices:

- The women's refuge/service has policies and procedures on staff (including part-time staff) recruitment, deployment and promotion, employment contracting and accountability practices; the policies and procedures are accessible to staff and to all relevant bodies in the Association;
- The women's refuge/service has induction policy and procedures for new staff;
- The women's refuge/service provides on-going supervision for staff and conducts regular (annual) performance reviews for identifying areas for performance improvement and needs for ongoing training and development;
- The women's refuge/service has a training policy and a plan for staff training and development.

Performance planning

The women's refuge/service regularly plans, reviews and evaluates its own performance, and has an effective mechanism by which service users, staff and other relevant parties can provide feedback on its performance:

- The women's refuge/service develops and documents appropriate **plans** to guide its operations and provide a basis for evaluating its performance (i.e. Annual Assessment Report);
- The women's refuge/service has policy and procedures for obtaining feedback from service users, staff and other relevant parties on its performance and for responding to such feedback, and such policy and procedures are accessible to these groups;
- Action is taken in response to performance / quality issues identified during review and evaluation processes.

Policies and procedures to ensure effective financial management

- The women's refuge/service has procedures for developing and endorsing budgets;
- The women's refuge/service has policy and procedures to manage financial resources efficiently and to monitor financial performance.

Procedures to meet all relevant legal obligations

The women's refuge/service unit complies with all relevant legal obligations:

- The women's refuge/service is aware of all legislation which governs its operations and service delivery (including health and safety legislation, etc.);
- The women's refuge/service has procedures to monitor its performance ensuring that it complies with relevant legislation and seeks legal advice if and when required.

Procedures to ensure provision of a safe physical environment for service users and staff

- Fire, and other necessary safety equipment is available and effectively maintained;
- The women's refuge/service has a Safety Plan and Staff and service users are made aware of procedures for responding to an emergency are conducted on a regular basis, at least annually;
- The refuge regularly reviews its immediate and broader environment to identify safety issues and ensures that appropriate strategies for managing them are developed and implemented;
- A record is kept of any accidents or injuries involving staff and/or service users at the service unit and the manner of responding to such incidents.



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