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Global Technical Consultation on essential policing and justice sector services to respond to violence against women and girls
Table of possible set of essential services, core elements and standards/guidelines for the Justice Sector

Essential Service	Core Elements	Standards and Guidelines for Police Service
2.1 Safety and protection	<ol style="list-style-type: none"> 1. gathering intelligence and conducting ongoing risk assessment to identify changes in victim/survivor vulnerability 2. facilitating appropriate safety planning 3. facilitating implementation of protection strategies throughout the justice continuum 4. enforcing criminal, civil, and family court orders related to protection of women and girls 5. developing institutional policies and cultures that are founded in gender equality and responsiveness 	<p><i>Gathering intelligence and conducting ongoing risk assessment to identify changes in victim/survivor vulnerability</i></p> <ul style="list-style-type: none"> • To effectively address complaints of violence against women and girls, police should: <ul style="list-style-type: none"> • gather intelligence from multiple sources, • conduct ongoing risk assessments to identify changes in victim/survivor vulnerability, and • analyze findings and working with other service providers to develop and implement strategies to eliminate or reduce victim/survivor risk <p><i>Facilitating appropriate safety planning</i></p> <ul style="list-style-type: none"> • Risk assessment should take into account , where appropriate, risk to the victim/survivor's children and immediate family • As holders of information about victim risks and vulnerabilities, police have an important role in sharing information with other service providers to facilitate safety planning. Dependent on the situation, police should become directly involved in the development, implementation and evaluation of safety planning efforts. <p><i>Facilitating implementation of protection strategies throughout the justice continuum</i></p> <ul style="list-style-type: none"> • Ensure the implementation of protection strategies throughout the victim's/survivor's journey along the justice continuum including: <ul style="list-style-type: none"> ○ removing victims/survivors from the scene of violence ○ arresting and removing the perpetrator from the scene of violence ○ facilitating access for victims/survivors of violence against women to legal service providers to file applications for peace bonds, restraining orders, and protection orders or to provide family or civil court services ○ providing input into refusals for bail applications and/or recommending

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		<ul style="list-style-type: none"> ○ conditions for bail/release ○ enforcing peace bonds, restraining orders, protection orders, barring orders, bail and parole violations <p><i>Enforcing criminal, civil, and family court orders related to the protection of women and girls</i></p> <ul style="list-style-type: none"> ● Ensure that police receive copies of all court orders related to protection of victims/survivors <ul style="list-style-type: none"> ○ are shared with patrol and investigative officers and dispatch staff immediately after they are approved ○ are posted in an accessible location for all officers ● Ensure that a police officer is assigned to follow up with the victim/survivor and that the officer <ul style="list-style-type: none"> ○ maintains regular contact with her ○ provides her with contact information for immediate police response in the event of an anticipated or actual breach ● Ensure that police respond immediately and quickly to any reported breach of an order and <ul style="list-style-type: none"> ○ detain and arrest the violator ○ request the magistrate, hearing officer or bail officer to include a no contact condition in any release application ○ inform detention facility staff of the breach and request them to closely monitor any external communications to prevent further breaches (e.g. telephone, email) <p><i>Developing institutional policies and cultures that are founded in gender equality and responsiveness</i></p> <ul style="list-style-type: none"> ● Develop and implement an organizational policy that requires immediate response and action to any breaches of court orders stemming from violence against women complaints ● Develop and implement educational initiatives to assist officers in understanding gender dynamics, gender issues specifically as they pertain to violence against women and to become more gender responsive ● Hold members accountable for their action or inaction in enforcing breaches of court orders
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Essential Service	Core Elements	Standards and Guidelines for Police Service
2.2 Prevention of violence against women	<ol style="list-style-type: none"> 1. supporting organizations and initiatives that seek women's equality; 2. supporting efforts to raise awareness of violence against women; 3. gathering intelligence that supports early identification of trends; 4. encouraging women and girls to report violence perpetrated against them; and 5. stopping violence or preventing future violence against women and girls; 	<p><i>Supporting organizations and initiatives seeking to end violence and increase women's equality</i></p> <ul style="list-style-type: none"> • Police should seek out, establish relationships, and work collaboratively with organizations seeking to end violence against women and to increase women's equality <ul style="list-style-type: none"> ○ engage key organizations such as educational institutions and specific groups such as men and boys, parents, children, and young people to advocate for, and take action to reduce violence against women. • Police agencies should ensure the police organization demonstrates <ul style="list-style-type: none"> ○ gender mainstreaming, that is considering the impacts and implications of policies, procedures and practices have on women and men in the organization ○ reinforces being gender responsive benefits the organization and the community it serves ○ it values women and the contributions they make to the organization <p><i>Supporting efforts to raise awareness of violence against women;</i></p> <ul style="list-style-type: none"> • Police contribute to developing and implement strategies: <ul style="list-style-type: none"> ○ to create and enhance public awareness about violence against women, human rights, gender roles, the impacts of violence and how to contribute to eliminating violence against women; ○ that provide information and assistance to women on human rights, laws, and access to justice <p><i>Gathering intelligence that supports early identification of trends;</i></p> <ul style="list-style-type: none"> • Police should ensure they maintain accurate records of incidents of violence perpetrated against women or girls <ul style="list-style-type: none"> ○ to assist in the early identification of trends that can lead to increased rates of violence or escalation in the level or severity of violence • Police should play a proactive role in <ul style="list-style-type: none"> ○ assessing victim/survivor vulnerability and risk for further violence ○ ensuring victim/survivor protection ○ assisting and supporting safety planning efforts. <p><i>Encouraging women and girls to report violence perpetrated against them</i></p> <ul style="list-style-type: none"> • Police should actively encourage reporting of violence against women and girls by <ul style="list-style-type: none"> ○ providing information to the community on police responses to violence against women ○ ensuring women can contact police 24/7, 365 days a year ○ working with other service providers to increase reporting access points

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		<ul style="list-style-type: none">▪ directly to police▪ to hospitals or medical facilities▪ to NGOs▪ other service providers <ul style="list-style-type: none">• Police should strive to increase women's confidence to report by responding quickly and appropriately to reported acts of violence against women• Police policies should acknowledge that the victim/survivor should have input into determining whether to proceed with an investigation or court process. <p><i>Stopping violence or preventing future violence against women and girls</i></p> <ul style="list-style-type: none">• Police should work to violence and preventing future violence :<ul style="list-style-type: none">○ through early intervention and quick response to reports of violence against women○ by conducting risk assessments and making recommendations to prevent or mitigate risk○ by removing victim/survivor from the scene of violence○ by arresting and removing the perpetrator from the scene of violence○ by facilitating access to legal services so women can obtain peace bonds, restraining orders, and protection orders to prevent future violence○ by providing input into refusals for bail applications and/or recommending conditions for bail or probation or parole release○ by enforcing protection and restraining orders, and arresting perpetrators in breach of the orders• Police must ensure protective measures are implemented for children at risk<ul style="list-style-type: none">○ work closely with child protection authorities and other relevant providers to ensure the immediate health and safety of children are addressed○ longer term plans for the child's care are developed and implemented
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Essential Service	Core Elements	Standards and Guidelines for Police Service
2.3 Access to police for all victims/survivors	<ol style="list-style-type: none"> 1. availability 2. accessibility 3. taking reports and instituting action on reports of violence against women 4. working as part of an integrated/coordinated multi-sectoral service system to ensure access for all victims/survivors 5. maintaining ongoing communication with the victim/survivor 	<p><i>Availability</i></p> <ul style="list-style-type: none"> • All police services must be available to all victims/survivors, regardless of <ul style="list-style-type: none"> ○ whether she resides in a remote, rural, or urban area ○ her socio-economic status or characteristics ○ whether she is literate ○ the language she communicates in ○ whether or not she is sight or hearing impaired or as other physical or mental limitations • Police must ensure adequate and timely information on available services <ul style="list-style-type: none"> ○ provided in a manner that considers the need of various target groups <p><i>Accessibility</i></p> <ul style="list-style-type: none"> • Access to police must be <ul style="list-style-type: none"> ○ available 24/7 365 days/year ○ geographically accessible ○ user friendly, with simple procedures <ul style="list-style-type: none"> ▪ procedures and directions are available in multiple formats (e.g. electronic, written, oral, or via media) ▪ signage meets needs of various target groups (e.g. illiterate, immigrants etc.) ○ delivered as far as possible, in a way that considers the language needs of the user • Police services must be free of charge <ul style="list-style-type: none"> ○ Accessing service must not place undue financial or administrative burdens on the victim. ○ Financial support should be available to ensure all victims/survivors of violence against women have access to needed "for fee" services (e.g. medical examinations, psychological support services). <p><i>Taking reports and instituting action on reports of violence against women</i></p> <ul style="list-style-type: none"> • Police must take written reports and institute immediate action when women and girl victims/ survivors report incidents of violence to them. • Reporting services should be available to a complainant at any time, and at a location that is mutually agreeable to the victim/survivor and police • All police service providers meeting a victim/survivor must : <ul style="list-style-type: none"> ○ be non-judgmental and supportive ○ validate what has happened to the victim/survivor throughout the process.

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		<p>Important is that the victim/survivor :</p> <ul style="list-style-type: none"> ▪ is believed ▪ her report is taken seriously ▪ she is treated as deserving of the best response possible <ul style="list-style-type: none"> ○ treat all women victims of violence respectfully <ul style="list-style-type: none"> ▪ Including with a view of preventing secondary victimization ▪ Including age appropriate ○ pro-actively respond to woman’s concerns but not be intrusive ○ ensure the victim/survivor's privacy, and maintain confidentiality of information provided <ul style="list-style-type: none"> • All police service providers must ensure: <ul style="list-style-type: none"> ○ that a victim/survivor has a sense that her voice is being heard. They must ensure she has the opportunity to: <ul style="list-style-type: none"> ▪ express her story ▪ be listened to and have her story accurately recorded ▪ have a positive experience working with police ▪ be able to tell how the violence has impacted her ○ the victim/survivor has control <ul style="list-style-type: none"> ▪ to decide whether to engage in the justice process ▪ to have the option of withdrawing from the justice process ▪ is provided with information to make informed decisions <p><i>Working as part of an integrated/coordinated multi-sectoral service system to ensure access for all victims/survivors</i></p> <ul style="list-style-type: none"> • It is critical that police participate with other service providers to <ul style="list-style-type: none"> ○ identify barriers to access ○ develop strategies to reduce and eliminate barriers to access. ○ support and promote development and dissemination of access related information <p><i>Maintaining ongoing communication with the victim/survivor</i></p> <ul style="list-style-type: none"> • Police should ensure the victim/survivor can readily access an investigator to assist and support her after filing her complaint
Essential Service	Core Elements	Standards and Guidelines for Police Service
2.4 Attending incidents and conducting preliminary investigations	<ol style="list-style-type: none"> 1. cases involving violence against women and girls are given high investigative priority 2. ensuring safety and protection of the victim/survivor 3. obtaining all relevant information and evidence from the victim 	<p><i>Cases involving violence against women and girls must be given high investigative priority</i></p> <ul style="list-style-type: none"> • The police agency must have a policy in place that requires officers receiving a report of violence against women to <ul style="list-style-type: none"> ○ immediately commence a victim sensitive investigation ○ ensure that reports are forwarded immediately to investigators for required follow-up investigation and action

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	<p>4. attending, securing and protecting the scene of the incident for investigation</p> <p>5. completing and processing the initial report for use by the follow-up investigator and other service providers as required</p>	<ul style="list-style-type: none"> • Victims/survivors should not be put on hold, asked to wait to make a report, or be in any other way impeded in their effort to bring their case to the attention of police authorities <p><i>Ensuring safety and protection of the victim/survivor</i></p> <ul style="list-style-type: none"> • Initial police efforts must focus on the health and safety needs of the victim survivor <ul style="list-style-type: none"> ○ medical and psychological needs <ul style="list-style-type: none"> ▪ to be immediately addressed by a professional ▪ can include facilitating transfer to a medical facility ○ safety considerations <ul style="list-style-type: none"> ▪ preliminary safety assessment conducted ▪ victim/survivor and her children removed from immediate danger ▪ make referrals and facilitate transportation to ongoing care and service providers ○ the victim/survivor is linked or referred to needed services and supports <p><i>Obtaining all relevant information and evidence from the victim</i></p> <ul style="list-style-type: none"> • Police must take a victim centered approach to obtaining information about the incident and ensure actions they take do not cause further harm <ul style="list-style-type: none"> ○ consider victim/survivor's history, the physical and mental trauma she has experienced, and the potential impacts her act of reporting may have, and respond accordingly respectfully, in a manner that maintains her dignity ○ explain the investigative and criminal justice process, her rights and the services available to her during the complaints process. • Women and girl victims/survivors reporting an incident of violence must be provided with a private, safe environment in which to make their report <ul style="list-style-type: none"> ○ arrangements can be made to report at a location other than a police facility ○ efforts are made to minimize the number of times a victim/survivor has to relay her story, and thereby reduce secondary victimization ○ a medico-legal examination is arranged, if required ○ any information obtained is kept confidential and in a secure location ○ evidence collection is done in a respectful manner that maintains the dignity of the victim/survivor • Police must take a victim statement <ul style="list-style-type: none"> ○ prompt, professional non-judgmental, and victim sensitive ○ statement is taken verbatim rather than being interpreted ○ statement is taken once to minimize impact on victim and prevent revictimization ○ confidentiality and privacy is maintained ○ the victim/survivor is provided with a copy of her statement, is informed of next steps, and is connected with support services • When working with minors, police must tailor their approach to the unique requirements of this age group.
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		<ul style="list-style-type: none"> ○ child sensitive interviews and child friendly interview room ○ parent or guardians kept up to date on all actions contemplated or taken ○ medical, psychological, and victim support services must be child oriented <p><i>Attending, securing, and protecting the scene of the incident for investigation</i></p> <ul style="list-style-type: none"> ● To conduct a thorough investigation requires that police attend the scene of the incident <ul style="list-style-type: none"> ○ to secure and protect the scene for investigation <ul style="list-style-type: none"> ▪ to obtain contextual information ▪ preserve evidence ▪ if investigative response will not be available, a guard is posted to maintain security <p><i>Completing and processing the initial report for use by the follow-up investigator and other service providers as required</i></p> <ul style="list-style-type: none"> ● The responding police officer must ensure she/he takes good notes of findings and investigative activities undertaken and prepares a preliminary information report that includes <ul style="list-style-type: none"> ○ information about when and where the incident took place, ○ who was involved ○ what happened ○ the victim's statements ○ evidence collected ○ actions taken by the responding officer(s) ● The report must be reviewed by a senior officer or supervisor and a copy is provided to the officer conducting the follow-up investigation
Essential Service	Core Elements	Standards and Guidelines for Police Service
2.5 Investigation and gathering evidence	<ol style="list-style-type: none"> 1. ensuring the safety of the victim and her children 2. timely attendance and examination of the crime scene 3. gathering and processing evidence 4. conducting interviews 5. taking action based on findings 6. maintaining communication with the victim/survivor 	<p><i>Ensuring the safety of the victim and her children</i></p> <ul style="list-style-type: none"> ○ Police must continue to monitor and assess risk to the victim/survivor and her children, and take the necessary actions to eliminate or mitigate risk <ul style="list-style-type: none"> ○ conduct safety and risk assessments ○ update safety plans ○ update police response and action plans <p><i>Timely attendance and examination of the crime scene</i></p> <ul style="list-style-type: none"> ● Ensure the investigator reviews known facts with the officer who took the initial report, and attend the crime scene as soon as practicable. ● At the crime scene ensure the officer

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		<ul style="list-style-type: none">○ confirms contextual details provided by the receiving officer○ uses all available investigative techniques to gather evidence of what occurred○ takes photographs or makes diagrams of the scene <p><i>Gathering and processing evidence</i></p> <ul style="list-style-type: none">● Ensure that all evidence is gathered in an appropriate manner<ul style="list-style-type: none">○ inserted into appropriate containers to prevent contamination,○ sealed and containers are signed,○ stored and processed in accordance with chain of custody requirements,● Make arrangements for evidence analysis● Review evidence analysis reports when complete and determine implication of findings for the investigation <p><i>Conducting interviews</i></p> <ul style="list-style-type: none">● The investigator should continue the investigation until it is concluded by charge or other means:<ul style="list-style-type: none">○ conduct follow-up interviews with the victim/survivor as required,○ interview witnesses and take witness statements,○ review findings and analyses and determine action to be taken, <p><i>Taking action based on findings</i></p> <ul style="list-style-type: none">● Actions taken must be analyzed to consider the best options for moving forward<ul style="list-style-type: none">○ take action based on findings<ul style="list-style-type: none">▪ conduct further investigations - could include surveillance, one party consent telephone calls, reinterviewing of witnesses etc.▪ interview and arrest suspect(s), seize evidence from suspect, and process arrest○ ensure the investigator completes a report that details how the investigation was conducted, conclusions reached, and the evidence that is available to substantiate a charge or otherwise conclude a file● Internal accountability must be established and maintained throughout the investigation process<ul style="list-style-type: none">○ a senior investigator or supervisor manages the case to ensure:<ul style="list-style-type: none">▪ proper case assessment, planning, implementation, coordination, monitoring, and evaluation▪ timeliness of investigations▪ completeness and accuracy of analysis and reports
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		<ul style="list-style-type: none"> ▪ the service delivery meets victim needs • A complaint monitoring system is in place to address service complaints <ul style="list-style-type: none"> ○ information on how to complain is readily available to all victims/survivors ○ complaint processes are transparent and accountable <p><i>Maintaining communication with the victim/survivor</i></p> <ul style="list-style-type: none"> • Police should maintain regular communication with the victim/survivor <ul style="list-style-type: none"> ○ victim/survivor risk and need will define the type and amount of communication required ○ voice or in person contact is required when there is: <ul style="list-style-type: none"> ▪ any change in the level of risk she is exposed to identified, ▪ the suspect has been apprehended, has escaped, is being considered for release, or has been released ▪ a court date has been set or changed ○ regular progress reports on her case ○ ensure victim has been able to access required support services • Ensure there is a mechanism in place to provide police reports to victim/survivors and/or their legal team, as appropriate to facilitate action in related legal matters
Essential Service	Core Elements	Standards and Guidelines for Police Service
2.6 Preparing the case for charge	<ol style="list-style-type: none"> 1. preparing, processing reports, and submitting reports 2. providing support to the prosecutor 3. presenting evidence in court 	<p><i>Preparing, processing and submitting reports</i></p> <ul style="list-style-type: none"> • Police must ensure that reports provide accurate information about the investigation and are submitted in timely fashion <ul style="list-style-type: none"> ○ Reports must be objective, accurate and complete <ul style="list-style-type: none"> ▪ detail complaint ▪ detail investigation ▪ provide analysis of findings ▪ detail actions taken <ul style="list-style-type: none"> • arrest, warrant request • preparation of charge sheet or information for charge • file concluded without charge, including reasons for being so concluded ○ Reports must identify next steps in the investigative process • Police must ensure supervisory accountability for report submission. Senior officers and/or supervisors must ensure <ul style="list-style-type: none"> • reports are promptly submitted for supervisory review at each stage of the

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		<p>investigation</p> <ul style="list-style-type: none"> • supervisors manage the investigation and hold investigators accountable for their actions throughout the investigative process • supervisors and managers are responsible for ensuring investigations are thorough and meet evidence requirements before authorizing a charge to be laid • supervisors follow up to ensure follow-up investigations are conducted as required and that charges are laid in a timely fashion <p><i>Providing support to the prosecutor</i></p> <ul style="list-style-type: none"> • To ensure a streamlined investigative and court process, police must work with prosecutors to: <ul style="list-style-type: none"> ○ conduct required follow up investigations to support substantiation of charges ○ locate victims, witnesses, and suspects/accuseds ○ ensure statements, analyses, and evidence is available for court ○ facilitate access for victim/survivor to victim support, court familiarization, and court preparation services <p><i>Presenting evidence in court</i></p> <ul style="list-style-type: none"> • Ensure police officers are competent to present evidence in court in an ethical, objective, professional manner.
Cross Cutting Standards: Overall Standards and Guidelines for Women Centred Justice Response		
	Standards and Guidelines for Effective Service Delivery	
	<p>1.1 Women-centered / gender sensitive response All justice service providers must:</p> <ul style="list-style-type: none"> • Be non-judgmental and supportive • Validate what has happened to the victim / survivor throughout the process <ul style="list-style-type: none"> ○ Being believed ○ For her reporting to be taken seriously 	

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	<ul style="list-style-type: none">○ Being treated as deserving of the best response possible● Treat all women victims / survivors of VAW respectfully<ul style="list-style-type: none">○ Including with a view of preventing secondary victimization○ Including age appropriately● Take action that takes into account the unique needs and perspectives of victims / survivors, respect their dignity and integrity and minimize intrusion into their lives● Ensure the victim / survivor's privacy, and maintain confidentiality of information provided <p>1.2 Empowering victims/ survivors (right to participate in the justice process) All justice service providers must:</p> <ul style="list-style-type: none">● Ensure that victims / survivors have a sense that their voices are being heard. They must ensure she has an opportunity to:<ul style="list-style-type: none">○ Express her story○ Be listened to and have her story accurately recorded○ Have a positive experience when providing testimony○ Be able to tell how the violence has impacted her● Ensure the victim / survivor has control to:<ul style="list-style-type: none">○ Decide whether to engage in the justice process○ Have the option of withdrawing from the justice process○ Be provided with information to make informed decisions <p>1.3 Accessibility: All services must be accessible to all victims, irrespective of her socio-economic characteristics without undue financial or administrative burdens placed on the victim.</p> <ul style="list-style-type: none">● Affordability. All justice services need to be affordable for victims/survivors of violence and in some cases, they need to be free of charge (such as information, support, legal advice)● Geographically accessible (rural, remote)● User friendly and simplified procedures● In an accessible language <p>1.4 Timeliness of justice response</p> <ul style="list-style-type: none">● Prioritize cases involving VAW (both criminal and civil law cases) <p>1.5 Tailored to the individual specific needs of the victim / survivor</p> <ul style="list-style-type: none">● Services need to be tailored to address needs of diverse group of victims / survivors, with specific attention paid to services for vulnerable groups. <p>1.6 Services delivered by capable / trained personnel All justice service providers should</p> <ul style="list-style-type: none">● Receive mandatory training on:<ul style="list-style-type: none">○ Cross-cultural gender and child sensitivity on the unacceptability of all forms of VAW and on their harmful impact and consequences on all those who experience such violence○ All relevant national laws, policies and programmes, as well as international legal instruments related to VAW○ Identifying and responding appropriately to the specific needs of women victims of violence; receiving and treating all victims respectfully with a view to avoiding secondary victimization; handling complaints confidentially; conducting safety assessments,
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	<ul style="list-style-type: none">○ managing risk; and using and enforcing protection orders○ appropriate ways to deal with girls (all children), the stages of child development, the process of cognitive development, the dynamics and nature of violence against children, and their specific needs● All justice agencies should<ul style="list-style-type: none">○ promote the development and use of specialized expertise including the establishment of specialized units and specialized personnel○ ensure appropriate representation of female officers at all levels and in all functional areas (police)○ ensure officers investigating violence against minors are educated on the stages of child development, the process of identity development, and the dynamics and nature of violence against children¹ (police)○ ensure specialization does not replace regular and institutionalized training of all police providers to build their capacity with regard to responding to VAW○ promote the incorporation of female police service providers into police agencies, with a view to ensuring appropriate representation of female officers at all levels and in all functional areas (police) <p>1.7 Transparent guidelines</p> <ul style="list-style-type: none">● All standards and guidelines for the justice sector should be:<ul style="list-style-type: none">○ Transparent and readily available to the public○ Disseminated widely (i.e. internet)○ Use non-legal language <p>1.8 Supervision and Accountability</p> <ul style="list-style-type: none">● Police agencies must have in place supervision and accountability mechanisms to ensure:<ul style="list-style-type: none">○ officers deal ethically and professionally with victims/survivors○ investigations are conducted in a manner● All police agencies and individual police officers should be monitored and held accountable for their conduct and responses to violence against women by civil society and the media● Police agencies should have internal victim complaint mechanisms that:<ul style="list-style-type: none">○ are accessible and transparent○ are provided free of charge○ ensure a complaint will not hinder her access to police service○ are required to be dealt with in a timely manner● External victim complaint mechanisms should be:<ul style="list-style-type: none">○ independent and/or at arm's length from the police● Police oversight bodies and relevant professional associations should develop enforceable standards of practice and behaviour and codes of conduct that promote justice and gender equality<ul style="list-style-type: none">○ including safe complaint and referral procedures● Police agencies must have in place supervision and accountability mechanisms to ensure:<ul style="list-style-type: none">○ officers deal ethically and professionally with victims/survivors○ investigations are complete, and are conducted expediently
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¹ Convention on the Rights of the Child A/61/299

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1.9 Coordinated and Integrated Approaches

- All police services must be:
 - coordinated with other justice sector agencies
 - coordinated within a multi-sector (non-justice sectors and civil society) response to violence against women
- Any integrated and coordinated justice response should consider:
 - consistent and shared understanding of violence against women
 - shared philosophical framework on response to violence against women among the multiple agencies involved
 - accountability of all agencies involved
 - broad stakeholder involvement
 - clear targets and indicators for ongoing monitoring and assessment of impact
 - develop methods for sharing information within the legal requirements for privacy and confidentiality
- Police should work with other justice related service providers to facilitate victim/survivor access to safety and support services, co-manage cases, cross agency risk assessment, and safety planning that will empower them by providing them with support, services and information which optimize their choices and allows them to regain some control over their situation.
 - identify victim/survivor support service needs
 - identify organizations and individuals who have a role in addressing violence against women and girls, and confirm the services they provide
 - define and achieve agreement on principles and beliefs for joint service provision
 - define joint services to be provided, and the role and responsibility of each service provider involved in ensuring the victim/survivor can access those services
 - determine processes and procedures to be followed, and develop protocols to jointly provide support services for victims
 - information sharing
 - referral mechanisms
 - reporting
 - complaint handling
 - develop and implement accountability and complaint mechanisms
 - regularly monitor what is working and what requires improvement