



TERRITORIAL PROTOCOL MODEL

WE GO! BUILDING ECONOMIC INDEPENDENCE The Way Out of Intimate Partner Violence

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INTRODUCTION

The economic empowerment of survivors of intimate partner violence (IPV) is a crucial step of the process that helps women to strengthen their capacities, autonomy, and agency and live a life free from violence. It is effective when women fully enjoy their political, economic and social rights, make their own decisions, control and benefit from resources, income, and their own time.

Clearly the economic empowerment of IPV survivors is a complex issue and a challenging task that calls for attention and effort from a wide range of stakeholders. Addressing such complexity requires the establishment of a multi-sectoral and multi-agency mechanism that involves distinct actors to ensure the effectiveness and consistency of measures addressing the economic empowerment of IPV survivors. Yet, comprehensive interventions in this field are still limited and often lacking coordination and fully formalized agreements and procedures. As a result, different priorities, principles, and standards are employed, resulting in the duplication and/or incongruity of actions that may lead to failing to accomplish the final goal of the interventions put in place, i.e. the economic empowerment of IPV survivors and their related rights and interests.

Against this background, the EU-funded *WE GO! 2 - Building Economic Independence: The Way Out of Intimate Partner Violence* project designed the following step-by-step guide to developing a Territorial Protocol to set up and run a formalised local mechanism to foster and manage economic empowerment plans of IPV survivors in a coordinated and consistent fashion.

This document is thus a tool to assist all relevant actors involved in the IPV economic empowerment schemes to develop or improve and formalise professional relationships, understandings, and practices to serve their final purpose, i.e. jointly contribute to women's ability to live a life free from violence by gaining skills, agency and control over opportunities for decent work.

It illustrates how a Territorial Protocol should be structured and the sections that it should at least include and why, namely: *Aims; Principles and Approaches; Glossary; Signatories and their Roles; Individual Economic Empowerment Plan; Case Coordination SOPs; and Monitoring, Evaluation, and Learning*. Special attention is paid to the principles, the approaches, and the language since they are key prerequisites for the drafting and implementation of the protocol so to ensure that all stakeholders share the same vision and employ the same legal and conceptual framework in their work to foster the social and economic empowerment of IPV survivors. Finally, the Annexes comprises tools to align the Territorial Protocol with the applicable laws (*Relevant Legislation*), to build a local network (*Network Analysis Tool*), to engage all pertinent stakeholders (*Engagement Plan*), and to ensure prompt exchanges (*List of Contact Persons*). Most tools were developed and tested through given activities of the WE GO 2 project.

In conclusion, in the following pages the readers will familiarize themselves with a blueprint of a Territorial Protocol that can be customized with the specific information and details of the local networks of actors engaged in the economic empowerment of women survivors of intimate partner violence, whose rights and needs must always be at the core of the protocol and at the centre of the related interventions.

AIMS OF THE PROTOCOL

The aim of the Territorial Protocol is to set a cooperative framework to facilitate effective coordination among all actors involved in the economic empowerment of survivors of intimate partner violence in order to boost their employability and, therefore, their autonomy and self-determination so to live a life free from violence. Specific objectives may also be included in the Protocol according to the needs and specificities of the local context.

Multi-sectoral, multi-agency and multi-level cooperation is key to ensure the sound design and implementation of an economic empowerment scheme and, therefore, to improve consistency and effectiveness of action across all actors involved by aligning interventions and procedures.

A coordinated approach also facilitates a consistent data collection and analysis and, thus, an effective monitoring, evaluation, and learning framework of the territorial protocol and related procedures and outcomes.



The Territorial Protocol must be in line with the relevant international, European, national, regional, and local legislation addressing gender equality, gender-based violence, economic empowerment, labour inclusion, welfare and public housing. It should then include a list of the main laws and related policies that serve both as the overall Protocol's legal framework and working references for the signatories (see Annex Relevant Legislation).

PRINCIPLES AND APPROACHES

The Protocol should be based on the following principles and approaches that should be clearly stated in the Territorial Protocol and applied by all signatories at all stages of their cooperation and during the implementation of the economic empowerment plan of IPV survivors.

Human rights-based approach (HRBA): It is a conceptual framework normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It puts human rights and corresponding state obligations at the heart of policy and is used as a tool to empower the most vulnerable people in order for them to participate in decision-making processes and hold duty-bearers accountable, i.e. state and non-state actors (e.g. NGOs and civil society organisations)¹. In line with the HRBA, thus, any economic empowerment scheme must ensure the protection of the human rights of the IPV survivor at any stage of its implementation.

Women's centred approach: It focuses on the women's distinct needs, expectations, and aspirations; recognises their right to self-determination in terms of choice, control, and power; and addresses their social, emotional, physical, psychological, cultural, and economic needs.

Multi-sectoral and multi-agency coordination: A wide range of state and non-state actors with distinct mandates, knowledge, and expertise from all relevant public, private, and non-governmental sectors should be systematically involved. Clear responsibilities and mandates must be defined to soundly cooperate according to agreed procedures as well as to provide quality standards of assistance.

Co-ownership: All signatories from different public, private, and non-governmental agencies jointly develop the Territorial Protocol and commit themselves to achieving its common aims, equally complying with the agreed principles and approaches and fulfilling their given mandates.

Participation: It is a crucial step to ensure that the IPV survivors' needs and prospects are reflected in the Territorial Protocol. The views and the wishes of assisted women must always be taken into account to allow their full participation in the decision-making process concerning their economic empowerment. They should thus be encouraged to pose questions and express concerns at any stage of their social and labour inclusion.

Accountability and transparency: All signatories are accountable for their actions and commitments. They should provide full information on their role and the activities they are responsible for in the context of the implementation of the IPV economic empowerment scheme. Such information should be available in plain and readily comprehensible language and formats provided in a timely and accurate manner.

¹ For a detailed description of ActionAid's HRB approach, see Action for Global Justice in Practice. ActionAid's Human Rights Based Approach 2020

GLOSSARY

Since the Territorial Protocol is intended for professionals with different backgrounds who may not be familiar with the specialized language concerning GBV-related issues, it is important to develop a shared understanding of the terms employed in response to GBV and, more specifically, for the implementation of the economic empowerment plan for IPV survivors. In addition, actors who are fully engaged in the prevention and protection field may use the same terms but implying different meanings. Adopting the same terminology and definitions is thus the first step to sharing a common understanding of GBV, economic empowerment of IPV survivors, and related-measures and tools to employ in order to meet the Protocol's objectives. For all these reasons, a glossary of the key terms is hereinafter provided.

GENDER-BASED VIOLENCE: It shall mean violence that is directed against a woman because she is a woman or that affects women disproportionately (CoE Convention², Art. 3, d).

VIOLENCE AGAINST WOMEN: It is understood as a violation of human rights and a form of discrimination against women and shall mean all acts of gender-based violence that result in, or are likely to result in, physical, sexual, psychological or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (CoE Convention, Art. 3, a).

INTIMATE PARTNER VIOLENCE: Any act of physical, sexual, psychological or economic violence that occurs between former or current spouses or partners, whether or not the perpetrator shares or has shared the same residence with the victim³.

INTIMATE PARTNER VIOLENCE SURVIVOR / IPV SURVIVOR: It refers to a woman who experienced violence within an intimate relationship that causes her physical, psychological or sexual harm. The term "victim", generally used in the medical and legal fields, is hereinafter never employed because it victimizes the woman by denying her self-determination and agency. "Survivor" instead is a usually preferred term in the fields of psychological and social support because it implies the concept of resilience. Women who suffer from violence are women of all ages, economic conditions, geographical and cultural origins. The term "woman" here is not strictly limited to the biological sphere but it includes all individuals who recognize themselves as such.

DOMESTIC VIOLENCE: It shall mean all acts of physical, sexual, psychological or economic violence that occur within the family or domestic unit or between former or current spouses or partners, whether or not the perpetrator shares or has shared the same residence with the victim (CoE Convention, Art. 3, b).

WOMEN'S EMPOWERMENT: It is a process through which women strengthen their capacities, their role, autonomy, and agency, as individuals and as a social group, so to gain power and control over their own lives and make strategic choices. From a feminist and transformative perspective, it responds to the need to generate changes in power relations between the genders, modifying the power distribution in personal relationships as well as in social institutions. Individually, the changes are aimed at the achievement of higher levels of self-confidence, self-value and the power to negotiate one's own interests.

² Council of Europe Convention on preventing and combating violence against women and domestic violence (2011), hereinafter referred to as CoE Convention.

³ EIGE, Terminology and indicators for data collection: Rape, femicide and intimate partner violence, 2019, p. 11.

Empowerment is then a comprehensive notion that includes a wider set of women's social, political, and economic rights and comprises:

- **WOMEN'S SOCIAL EMPOWERMENT:** It is about changing society so that women's place within it is respected and recognised on the terms by which they want to live, not on terms dictated by others. A sense of autonomy and self-value is fundamental to being able to make choices independently – over sexual relationships, studies, career, aspirations, marriage, and on (not) having children. Valuing and respecting women is vital if they are to participate equally in politics, in the labour market and have equal access to public services (e.g. welfare, health, education, and so on).
- **WOMEN'S POLITICAL EMPOWERMENT:** It concerns equity of representation in political institutions and decision-making positions and mechanisms so that women exercise the right to make their own decisions about their lives and be active citizens engaged in the democratic process on an equal basis.
- **WOMEN'S ECONOMIC EMPOWERMENT:** Women's capacity to equally contribute to and benefit from economic activities on terms which recognise the value of their contributions; their access and control over productive resources, assets and properties; respect their dignity; and be recognized as fully participating economic actors. It is key to achieving women's rights and gender equality.

DECENT WORK: It is defined by the International Labour Organization (ILO) and endorsed by the international community *“as productive work for women and men in conditions of freedom, equity, security and human dignity. Decent work involves opportunities for work that: is productive and delivers a fair income; provides security in the workplace and social protection for workers and their families; offers prospects for personal development and encourages social integration; gives people the freedom to express their concerns, to organize and to participate in decisions that affect their lives; and guarantees equal opportunities and equal treatment for all”*⁴. This definition should be taken into account by any anti-violence centre in the job searching process carried out with the assisted women in order to ensure that the job opportunities are in line with the ILO principles and, therefore, foster their social and economic empowerment.

INDIVIDUAL ECONOMIC EMPOWERMENT PLAN (IEEP): It is a clear and detailed description of the actions and activities to be accomplished by the relevant protocol's signatories and the assisted women in order to achieve their economic empowerment. The plan must be tailor-made and revisable to fully meet the IPV survivors' needs and comply with changes that may occur in the local economic and social environment.

⁴ ILO, Toolkit for Mainstreaming Employment and Decent Work, Geneva, 2008, p. VI.

SIGNATORIES AND THEIR ROLES

The Territorial Protocol shall be signed by all relevant actors involved in the design and implementation of an economic empowerment plan for IPV survivors. This might include local authorities, governmental and non-governmental organisations, associations, and the private sector responsible for:

- Women's shelters
- Anti-violence centres
- Welfare departments
- Educational departments
- Housing departments
- Public job centres
- Private job agencies
- Recruitment agencies
- Companies
- Trade unions
- Professional associations
- Training centres
- Educational centres
- NGOs
- Others (e.g. public transportation companies).

The Territorial Protocol shall include a detailed description of the roles, tasks, and responsibilities of each actor so that all signatories are accountable for their commitment. One of the signatories shall act as the coordinating agency to facilitate exchanges, operational consistency, and data gathering. In order to ensure a successful development, implementation, and coordination of the Territorial Protocol, all signatories should regularly meet and convene whenever it is deemed necessary.

A clear governance scheme shall be designed and detailed in the Territorial Protocol taking into account the local mechanism in place for the assistance and protection of IPV survivors to avoid any risk of duplication of bodies and/or procedures. Rules for new signatories to join the Protocol should be included as well as information about its duration and renewal.

Furthermore, a dedicated budget for logistics and coordination are elements that are crucial for success and should be ensured and detailed in the Protocol.

In this framework, it is important to underline that shelters and anti-violence centres play a key role in providing support and assistance to IPV survivors and are crucial in the design and implementation of the women's economic empowerment plans. Therefore, it is important that they are sustainable in terms of economic and human resources. The funding institutions shall thus duly and timely allocate

adequate funds to anti-violence centres and shelters for their sound functioning and management of economic empowerment schemes for IPV survivors.



Based on the local context and needs, a Territorial Protocol may include activities aimed at the signatories or potential signatories, and the public at large, such as, training, awareness raising, dissemination, and so on. Any initiative should involve the local GBV protection system in place.

INDIVIDUAL ECONOMIC EMPOWERMENT PLAN: CASE COORDINATION SOPS

In order to be successful, any individual economic empowerment plan (IEEP) needs to be soundly managed through coordinated action. For this reason, the Territorial Protocol shall provide a set of standard operating procedures (SOPs) to clearly identify and assign roles and actions to be accomplished by the signatories in every single step of the IEEP.

The SOPs shall address the following six steps necessary to achieve the IEEP:

- SOP 1** Coordination Meetings
- SOP 2** Skills Assessment
- SOP 3** Job Matching
- SOP 4** Work-Life Balance and Housing
- SOP 5** IEEP in Writing and Action
- SOP 6** IEEP Monitoring and Assessment

The SOPs are a pivotal working tool that provides step-by-step guidance to actors involved at any stage of the economic empowerment plan for IPV survivors. Each SOP shall consist of a set of measures that explain in detail:

- WHAT** they are;
- WHEN** they should be put in place;
- WHO** should be responsible for them; and
- HOW** they should be carried out.

The SOPs shall fully comply with the principles and approaches the signatories agreed upon and shall be in line with the relevant legislation and policies. Moreover, in the implementation of the SOPs, the signatories shall take into due account the following crossing-cutting issues:

Information provision: All assisted women must receive detailed information about all procedures and measures related to their economic empowerment plan, including their rights and entitlements. Information should be provided promptly, be regularly updated, and given in a clear manner.

Information exchange: Information shall be exchanged in a timely manner between all relevant actors having as primary consideration the safety, security, and privacy of women supported during the implementation of their economic empowerment plan. Women should be given appropriate information about the exchange of their personal data, to which they must consent. It is important that all communication takes place in a language that is understandable by foreign IPV survivors. Therefore, interpretation and/or cultural mediation are key elements to provide adequate assistance throughout all the case management SOPs by all signatories involved.

Safety and security: All the steps of the economic empowerment plan should be designed and

implemented with due respect to the psychological and physical integrity of the women concerned, as well as to the time they need to take the different steps.

Data protection: Personal data shall be sensibly and lawfully collected, processed, exchanged, and stored for specified, explicit and legitimate purposes. Moreover, they will be used in a manner that is compatible with the long-term safety and security of IPV survivors assisted in their process of economic empowerment. IPV survivors must always give their informed consent for the use of their data, which they can obtain, rectify or delete at any time. Women may rightfully decide not to provide their personal data for anonymity purposes and anti-violence centres are obliged not to disclose and share personal data.

Training: All professionals involved in any of the steps of the economic empowerment scheme for IPV survivors should be trained on GBV-related issues and, more specifically, on working methodologies and tools to be used. Updating on such topics should be regularly provided.

Human and financial resources: Any economic empowerment scheme for IPV survivors requires adequate financial and human resources for its full and successful implementation. All signatories are thus responsible for their duly and timely allocation.



The SOPs for the economic empowerment of the IPV survivors provided by the Territorial Protocol should be a component of the GBV protection system in place at the local level. For this reason, clear references to the existing response to GBV and mechanisms should be detailed in the Preamble of the protocol.

SOP 1 - COORDINATION MEETINGS

WHAT: They are meetings to be regularly convened among all signatories to initially draft the Territorial Protocol and then to review and assess it. The meetings also provide a mechanism for signatories to discuss and develop a common understanding on key issues and priority needs concerning IPV economic empowerment. They also provide an opportunity to review and consider ways of addressing the gaps of the activities put in place. Furthermore, the meetings facilitate the exchange of views and ideas aimed at improving the planning and delivery of the individual economic empowerment plan.

WHEN: The meetings shall be held on a regular basis (at least twice a year) and they may be called whenever there is an urgent matter to discuss.

WHO: All signatories of the Territorial Protocol.

HOW: The meetings shall be convened by the coordinating actor that is responsible for setting and sharing the agenda, chairing the meetings, taking and distributing the minutes.

SOP 2 - SKILLS ASSESSMENT

WHAT: It is the technique for assessing the abilities, skills, competencies, and motivations held by a person and/or required for a job. It helps women to recognize their own skills and strengths, identify their interests and networks, and take further steps in the definition of their IEEP.

WHEN: As soon as the assisted IPV survivor expresses the will to be supported in her process of labour inclusion.

WHO: The AVC case manager or the assigned professional from the public job centre, the private job centre or the recruitment agency that is party to the Territorial Protocol.

HOW: Several tools can be used to perform the skills assessment. Specialised agencies are generally

equipped with their own methods and tools. In case the assessment is performed by professionals from the anti-violence centre, the WE GO! Toolkit to Promote Women's Economic Empowerment can be used. Once the assessment is completed, a written report shall be prepared and sent to the anti-violence case manager.



The WE GO! Toolkit to Promote Women's Economic Empowerment also provides a set of tools to support the IPV survivors' detection and acknowledgement of their inner resources and development of their key personal skills to be used during the job search and interviews (Modules 3 and 4). A special section on self-entrepreneurship is also available (Session 4.3).

SOP 3 - JOB MATCHING

WHAT: It is the process of matching the IPV survivors to the right jobs based on their skills assessment (See SOP 2) and individual inherent motivational strengths. It requires thorough understanding of the job and the person under consideration.

WHEN: As soon as the skills assessment is completed.

WHO: The AVC case manager or the assigned professional from the public job centre, the private job centre or the recruitment agency who also carried out the skills assessment.

HOW: The professional in charge of the job matching identifies the most suitable prospective employees based on the findings of the skills assessment and the job qualifications and requirements. S/he then provides the "best fit" match information to the anti-violence centre's case manager through a written report.



Companies that are parties to the Territorial Protocol play a crucial role in the job matching process. In fact, they may provide on-the-job training, job grants and/or job positions to IPV survivors as part of their partnership, fully in line with the Protocol's principles and approaches. Also professional associations can be key in the job matching by identifying companies that may be interested in joining the Protocol or simply offering jobs to IPV survivors.

SOP 4 - WORK-LIFE BALANCE AND HOUSING

WHAT: It is the balance that a working person needs between time allocated for work, family, and other aspects of private life (e.g. personal interests, educational, social or leisure activities). Any IEEP should provide a sound work-life balance and housing solutions through ad hoc measures to make sure IPV survivors can succeed economically and exercise their agency to be freed from violence.

WHEN: As soon as the procedures of the IEEP start.

WHO: The AVC case manager in collaboration with the local welfare and housing departments. The latter are instrumental in identifying the available options for IPV survivors to secure their work-life balance and affordable accommodation (e.g. childcare, baby sitting, ad hoc bonuses and incentives, housing projects, etc.).

HOW: The civil servants from the welfare and housing departments assigned to cooperate within the Territorial Protocol framework identify the best solutions and discuss them with the IPV survivor. The AVC case manager may also be part of this process. A written report listing the options agreed upon

shall be sent to the AVC case manager.



Most working women still struggle to balance work, domestic tasks and caring for children and/or dependent relatives, and private life. This is because motherhood, domestic work and care, and gender division of labour are still primarily the responsibility of women as a result of the inequalities between women and men in the family and household, as well as in the workplace. IPV survivors - especially those with children - often struggle to find a sound work-life balance and a proper housing solution, thus jeopardizing their process to be freed from violence.

SOP 5 - IEEP IN WRITING AND ACTION

WHAT: It is a clear and detailed description of the steps and actions assisted women will carry out to achieve their economic empowerment. It is a tailor-made and revisable plan resulting from their skills assessment (SOP 2) and matching with the available options (SOPs 3 and 4).

WHEN: Once the assisted IPV survivor expresses her will to develop and participate in an IEEP and SOPs 2, 3 and 4 are completed.

WHO: The AVC case manager.

HOW: In close cooperation with the assisted IPV survivor, the AVC case manager drafts the IEEP based on the outcomes of the SOPs 2, 3 and 4.

SOP 6 - IEEP MONITORING AND ASSESSMENT

WHAT: It is a process to assess the IEEP advancement in terms of its effectiveness (i.e. are the plan's objectives being achieved?) and efficiency (i.e. is the way in which the plan is implemented the most efficient one?). It helps to identify possible issues and adjust the process to favour the achievement of its objectives. Finally, the process allows for the overall evaluation, once the IEEP is completed.

WHEN: During the implementation of the IEEP and upon its conclusion.

WHO: The AVC case manager in close collaboration with the professionals responsible for SOPs 2, 3, 4 and the assisted IPV survivor.
HOW: During the IEEP implementation, the AVC case manager compiles a diary of advancements and improvements towards results identifying possible issues and solutions always in close collaboration with the assisted women and other professionals involved. Once the IEEP is over, the AVC case manager collects their feedback on how the overall implementation went, if results were achieved, the procedures and tools used, and if the coordinating mechanism was efficient. A final report will then gather and process all these findings.



The IEEP is the main output of the Territorial Protocol that reflects the level of engagement and the coordinated efforts of the signatories. The final outcome of this joint action is the economic empowerment of the assisted IPV survivors who can fully exercise their right to live a self-determined life free from violence. The signatories' steady, timely, and thorough participation and collaboration to the Territorial Protocol's SOPs are thus key to support the assisted women in their emancipation process. Moreover, they are instrumental to set up a fully working coordinated multi-sectoral and multi-agency mechanism that can greatly contribute to the local system to prevent violence against women and provide protection to survivors. For all these reasons, both the Territorial Protocol and the IEEP are not just

MONITORING, EVALUATION, AND LEARNING

The Territorial Protocol should include a process for ongoing monitoring, evaluation, and learning. A related tool to assess its implementation and the achievement of the expected outputs and outcomes shall be designed by the coordinating agency and regularly employed.

When developing the monitoring tool, it is important to bear in mind the results that the protocol aims to achieve, both in terms of process (e.g. smooth protocol coordination), outputs (e.g. number of meetings, number of joint communication, number of women who receive joint support for their socio-economic empowerment), and in terms of outcomes (e.g. improvement of interagency collaboration, increased positive outcomes for assisted women).

A soundly functioning Territorial Protocol may include the following indicators:

- Increased positive outcomes for assisted women (e.g. successful economic empowerment plan's outcome, no. of women who found a decent job);
- Enhanced interagency professional relationships (e.g. no. of joint actions/projects);
- Improved inter-agency communication (e.g. no. and quality of meetings);
- The ongoing review and development of the inter-agency relationship;
- Improvement in the balance of types of actors involved in the Protocol (e.g. no. of private companies);
- Other

Qualitative and quantitative indicators allow to monitor the Territorial Protocol on a regular basis, but it would also be to include specific evaluation sessions. A list of standard question when evaluating an initiative or a project is developed to give a judgment on a set of criteria, of which the most adequate in this case are:

- 1. Relevance:** Is the Territorial Protocol relevant to the needs for which it has been conceived?
- 2. Effectiveness:** Has the Territorial Protocol achieved its objectives?
- 3. Efficiency:** Does the Territorial Protocol function in a cost-efficient way?
- 4. Sustainability:** Are the results the Territorial Protocol is achieving sustainable?

The Territorial Protocol shall include allocation of responsibilities for data collection and aggregation, as well as envisaged sessions for discussion among involved actors to jointly examine the advancement towards objectives and the lessons learnt. These meetings can be especially useful to discuss efficiency and sustainability of the Protocol.

It is important to ensure the views of assisted women are included in the assessment on the relevance and effectiveness of the Territorial Protocol. AVC operators directly working with the assisted women can gather their views through ad hoc satisfaction questionnaires. Evaluation may also be performed by external evaluators. In this case, the assessment may profit from an independent view and the possibility of learning thanks to the comparison with similar experiences.

ANNEXES

RELEVANT POLICY AND LEGISLATION

This section shall provide a list of relevant legislation and other key documents (e.g. action plans, strategies, recommendations...) produced by international and regional bodies, national governments, and local authorities that serve as key framework for the Territorial Protocol's purposes. These references shall be cited in the main body of the document where appropriate.

International and regional level

- 2019 *ILO Violence and Harassment Convention (No. 190) and Recommendation (No. 206)*
- 2018 *Council of Europe Gender Equality Strategy 2018-2023*
- 2017 *UN General recommendation No. 35 on gender-based violence against women, updating general recommendation No. 19*
- 2015 *UN 2030 Agenda for Sustainable Development: SDG 5 Gender Equality, SDG 8 Decent Work; SDG 1 No Poverty; SDG 10 Reduced Inequalities*
- 2011 *Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence*
- 2011 *UN Women's Empowerment Principles*
- 1995 *UN Beijing Declaration and Platform for Action*
- 1993 *United Nations General Assembly Declaration on the Elimination of Violence Against Women of 20 December 1993 (A/Res/48/104)*
- 1979 *UN Convention on the Elimination of All Forms of Discrimination against Women*

European level

- 2020 *A Union of Equality: Gender Equality Strategy 2020-2025*
- 2019 *European Parliament resolution 2019/2855(RSP) of 28 November 2019 on the EU's accession to the Istanbul Convention and other measures to combat gender-based violence*
- 2016 *Directive (EU) 2016/680 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data, and repealing Council Framework Decision 2008/977/JHA.*
- 2011 *Directive 2011/99/EU on the European Protection Order, and Regulation (EU) No 606/2013 on mutual recognition of protection measures in civil matters*
- 2012 *Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and*

replacing Council Framework Decision 2001/220/JHA.

2010 *Council Directive 2010/41/EU of the European Parliament and of the Council of 7 July 2010 on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC*

2009 *Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin*

2006 *Council Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast)*

2004 *Council Directive 2004/113/EC of 13 December 2004 implementing the principle of equal treatment between men and women in the access to and*

National level

Local level

LIST OF THE TERRITORIAL PROTOCOL CONTACT PERSONS

The contact list is a crucial part of the IPV economic empowerment mechanism and should be updated regularly in order to ensure smooth communication among all signatories of the Territorial Protocol.

SOP	Actors	Contact person(s)	Position	Contact details
SOP 1 COORDINATION MEETINGS				
SOP 2 SKILLS ASSESSMENT				
SOP 3 JOB MATCHING				
SOP 4 WORK-LIFE BALANCE AND HOUSING				
SOP 5 IEEP IN WRITING AND ACTION				
SOP 6 IEEP MONITORING AND ASSESSMENT				

NETWORKING ANALYSIS TOOL

The Network Analysis Tool (NAT) enables users to recognize, expand and improve their network of allies that can support survivors of intimate partner violence to achieve their socio-economic empowerment.

The NAT consists of the following steps:

- STEP 1:** Identification of needs and objectives of the network.
- STEP 2:** Identification of main issues/topics of interest and related areas of intervention.
- STEP 3:** Identification of stakeholders relevant for the network’s objectives.
- STEP 4:** Positioning stakeholders according to the intensity, perception, and effectiveness of the stakeholders’ contacts/relationships with IPV survivors to be supported in their economic empowerment (NAT Graph).
- STEP 5:** Identification of the procedures, timeline, and priority for the involvement of the identified stakeholders.

The coordinating agency convenes and - through a facilitator - coordinates meetings with actual and potential stakeholders in order to perform the networking analysis through the NAT based on the following 5-step process:

STEP	ACTIVITIES	TOOLBOX
1	<p>Identification of needs and objectives of the network</p> <ul style="list-style-type: none"> <input type="checkbox"/> The facilitator asks participants to identify, discuss, and prioritize the needs and goals of the network to be established or reinforced taking into account both IPV survivors’ needs (e.g. finding a job, finding a new house, childcare support, building new friendships, developing new competencies/skills, defining a better welfare) and the specificities of the local context (e.g. job market, local transportation system, specific legislation, housing system, welfare). <input type="checkbox"/> The stakeholders draft the list of needs and goals identified. 	<p>Guided brainstorming</p> <p>Post-it notes, markers, large paper sheets</p> <p>Time: 30-60 minutes</p>
2	<p>Identification of main issues/topics of interest and related areas of intervention</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participants identify the main issues related to the specific needs of the network agreed upon in Step 1 (e.g. develop a common methodology to organize an effective job matching and placement, develop a system of child care, define innovative housing solutions, improve the quality of adult education). <input type="checkbox"/> Participants identify which area of intervention corresponds to each issue (e.g. job market, adults education, child care, housing). <input type="checkbox"/> The facilitator divides the NAT Graph (circle) into areas of intervention and names each of them. 	<p>Guided brainstorming</p> <p>Post-it notes, markers, large paper sheets</p> <p>Time: 30-60 minutes</p>

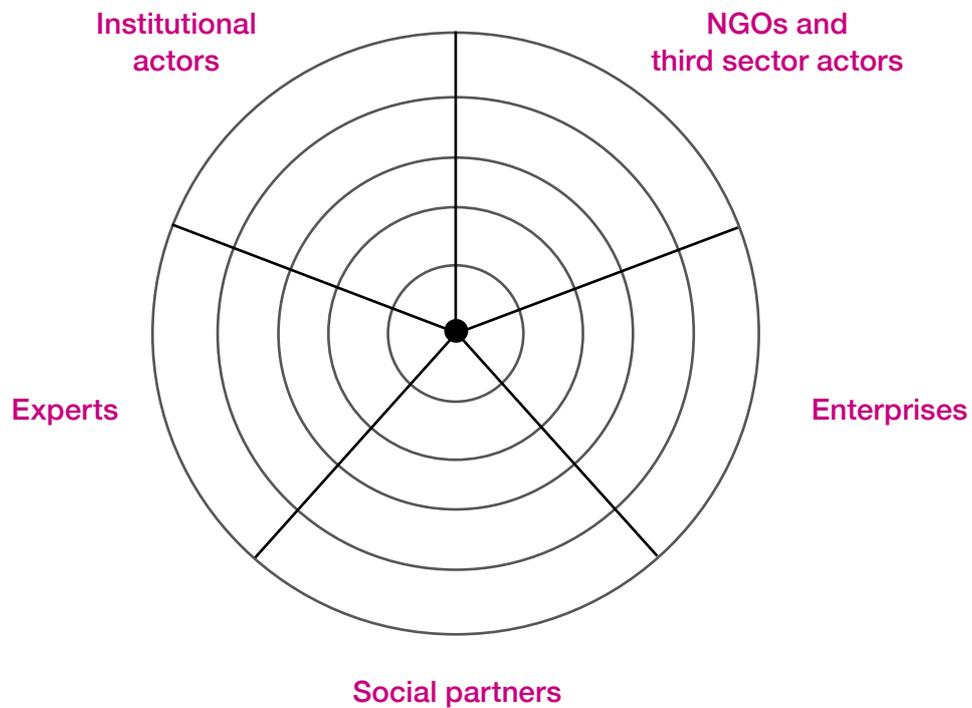
<p>3</p>	<p>Identification of stakeholders relevant for the network’s objectives</p> <ul style="list-style-type: none"> □ Participants identify the stakeholders with whom they already have a relationship and those they would like to be part of their network. □ Participants position stakeholders by area of intervention. 	<p>Guided brainstorming</p> <p>Post-it notes, markers, large paper sheets</p> <p>Time: 20-40 minutes</p>
<p>4</p>	<p>Positioning stakeholders according to the intensity, perception, and effectiveness of the stakeholders’ contacts/relationships with IPV survivors</p> <ul style="list-style-type: none"> □ Participants write on the Post-it notes the name of the stakeholders mapped (one per note) and grade them according to the perception (+ - =) and effectiveness (X, X, X) in relation to the IPV economic empowerment (see hereinafter legend). □ Participants place the Post-it notes on the circles (1/5) of the NAT Graph according to the intensity of the stakeholders’ contacts/relations with the IPV survivors. 	<p>NAT Graph printed or reproduced on a large paper sheet</p> <p>Post-it notes, markers</p> <p>Time: 20-40 minutes</p>
<p>5</p>	<p>Identification of the procedures, timeline, and priority for the involvement of identified stakeholders (Engagement Plan)</p> <ul style="list-style-type: none"> □ Participants will 	<p>Time: 20-40 minutes</p>

During Step 4 participants place their Post-it notes on the NAT Graph (see below) taking into account the following legend to grade the intensity, perception, and effectiveness of stakeholders’ contacts/relationships with IPV survivors.

NAT Graph Legend

Intensity of contacts/ relationships:	Perceptions of their own relationships:	Effectiveness of contacts/ relationships:
Circle 1: Every day	++ Very positive relationship	X : Strong effective
Circle 2: Every week	+ Positive relationship	X : Effective
Circle 3: Every month	= Neutral relationship	X : Ineffective
Circle 4: Every three month	- Negative relationship	
Circle 5: Never or rarely	-- Very negative relationship	

NAT Graph



ENGAGEMENT PLAN

Having identified the stakeholders to involve in the Territorial Protocol through the Network Analysis Tool (NAT), participants develop the Engagement Plan by filling in the following table. More specifically, as in the example below, they list the names of stakeholders, the corresponding area of intervention, the objective(s) of the involvement, the planned actions in which they will be engaged and, finally, the timeline and level of priority (High = 1; Medium = 2; Low = 3).

Name of stakeholder	Mumford Packaging Ltd.
Type of stakeholder	Enterprise
Area of intervention	Job grants On-the-job-training Job opportunity
Objectives	Obj. 1: Have Mumford Packaging Ltd. as a signatory to the Protocol and its availability to ensure 3 job grants and/or on-the-job training for IPV survivors a year.
Engagement process/ actions	Action 1 - Ask for a meeting to present the network created through the Territorial Protocol, its objectives and the role Mumford Packaging Ltd. can play. Action 2 - Send the Territorial Protocol and invite the enterprise's contact person to the next network meeting Action 3 - A representative of Mumford Packaging Ltd. participates in the network's meeting, where the enterprise's specific commitments will be agreed upon. Action 4 - Signing the Territorial Protocol between the network and the legal representative of Mumford Packaging Ltd.
Timeline	Action 1: mm/yyyy Action 2: mm/yyyy Action 3: mm/yyyy
Priority level	Action 1: level 2 Action 2: level 1 Action 3: level 1

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Women's Center Of Karditsa (WCK), Greece

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