



Hope for Hurting Families

A Guide to Co-Located Services in the Middle East

Casey Gwinn & Gael Strack

with Dana Al-Ebrahim, Shireen Zaman, Samar Haj Hassan, and Yasmine Pharaon

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Introduction

"We have been witnessing some phenomena that has aggravated the suffering of women and violated their basic rights. We look forward to witnessing amendments to legislation that deprive them of their rights or do them injustice and we should provide them all facilities to help them carry out their role as partners in work and construction without any discrimination of preferentially. Children are also in need of care and protection from violence, homelessness and abuse. We need to ensure natural and balanced growth for children within the family and the society and through social care institutions."

King Abdullah II
Hashemite Kingdom of Jordan

Sana was born in Jordan, in the City of Ajloun. She married and had a son but by the age of 27, she was divorced after suffering constant abuse. She was forced to return home to her family. Sana only completed sixth grade so obtaining a job was difficult and she remained unemployed and financially dependent on her family. She received only JD20 monthly alimony from her husband after battling in court to obtain child support. On many occasions, he does not pay her on time. Her family has practiced all forms of pressure on her to return her child to her husband. Her miserable situation did not end there. Her family forced her to marry another man so that someone would be responsible for her and her child.

At her new marriage home, she faced even worse living conditions and was physically and mentally abused as well as deprived from leaving the house.

Her husband attempted to isolate her from others and forbade her from talking on the phone with her friends and neighbours. Sana's child was also abused by his step-father. The step-father would say things to her son like "Sit down you dog...you are an idiot like your father...if your mother did not do something wrong she would not have been divorced."

Her abusive husband would say things like: "If you were a good woman your husband would have not divorced you and your family would have not gotten rid of you by marrying you off to me."

Sana's husband often made it clear to Sana that he married her so that she would serve him and his children. With few resources and services, Sana is forced to depend on her abusive husband and bear his constant abuse.

The story of Sana can be repeated with different facts and circumstances in different countries around the world. From the United States, to Europe, to Asia, to Africa, and throughout the Middle East, the struggle for equality, human rights, and non-violence is far from over. It may be an honor killing, a murder-suicide, female genital mutilation, sexual assault, human trafficking, or forced prostitution. Violence against women and girls takes many forms and has many names around the world. Change is happening slowly but it is happening as courageous men and women aspire to become the change that is needed. Many families are choosing true honor by respecting the rights of their girls and women. Men around the world are becoming allies in the cause of equality for all people. Young boys and young girls are embracing their faith and returning to the pure roots of those beliefs which do not tolerate violence and abuse.

This manual is a celebration of that hope...the hope that there is a better way than domination, family violence, power, subjugation, and control. It is a celebration of the power for social change that comes when leaders, agencies, organizations, businesses, individuals, and governments come together to say “Enough.” It is a road map to a future that we all must strive to achieve. It is a cause bigger than us. It is the cause of human rights, human dignity, and human self-determination. It does not reject religious teachings, family values, or the beautiful aspects of culture and local communities. The story of this path forward starts far from the Middle East but it quickly connects to powerful leaders, visionaries, advocates, and organizations in the Middle East that have been independently doing this work for many years and with strong evidence of significant progress.

In 1989, in a community far from the Middle East, a small group of courageous professionals came together to call for a different way to meet the needs of families dealing with violence and abuse. Domestic violence shelters had opened, specialized courts, police officers, prosecutors, advocates, and therapists were working together to help the victims that were coming forward for help. Domestic violence murders were beginning to decline. The candle of hope was flickering in the lives of many victims of family violence. But prosecutors Casey Gwinn and Gael Strack, and small group of advocates and police officers, came together in San Diego, California to propose another step forward: Multi-disciplinary, co-located service centers where victims and their children could come one place to receive all the needed services. They proposed the creation of a Family Justice Center – a one stop shop with police officers, prosecutors, advocates, counselors, civil legal professionals, medical professionals, child advocacy workers, and many other service providers all working together collaboratively in a single location. Such a comprehensive Center with that many partner agencies and professionals had never been done anywhere in the world in 1989. Some programs had created multi-disciplinary services, others had co-located a few agencies, some domestic violence shelters were providing a handful of services along with the emergency shelter from one location, but no community had been successful in co-locating everyone working to help families in their community. San Diego changed the future with their dream and pointed the way for decades to come in the United States and around the world.

It took 13 years after the first public Family Justice Center proposal in San Diego and many much smaller steps toward collaboration and coordinated community response initiatives, but in 2002 San Diego opened the largest, most comprehensive Center ever created – 27 agencies working together in 40,000 square feet in downtown San Diego to serve over 1,000 women and children per month. The San Diego Family Justice Center immediately drew attention from around the world. Within five years, site visitors had come to the Center from over 67 countries. President George W. Bush endorsed the model and Congress provided funding the creation of similar Centers in communities across the United States.

At the same time, the momentum developing in San Diego was being seen in many other sectors of the social service movement and in many initiatives in the family violence movement across the United States and around the world. Committed non-governmental organizations in Europe, Africa, Asia, and the Middle East were also beginning to focus on collaborative approaches to services. Indeed, in Jordan in 1998, the National Council on Family Protection created the Family Protection Project and set a clear goal: Develop and implement a human rights based approach in harmony with religious teaching and traditions for family protection in Jordan. In the Middle East and North Africa, the movement has looked different but the goals have been the same – whether the focus was a model family law as in Morocco, a new Family Code in Bahrain, or the establishment of the Dubai Foundation for Women and Children – many communities have begun to focus on strengthening national institutional capacity to combat family violence, child abuse, and sexual assault.

The family law—*moudawana*—in Morocco, passed in February of 2004, gives women the right to seek a divorce and allows for the appointment of women as judges. Similarly, the Tunisian personal status law restricts polygamy and gives women the right to vote. In 2007, members of the National Union of Tunisian Women and the Tunisian Association of Democratic Women began a campaign to combat domestic violence. They work with the clergy from several governates to educate the community on how Islam rejects violence against women and emphasize how the Prophet Muhammad sought counsel from his wives.

Smaller strides have been made in Egypt, where the personal status law was amended by adding an article known as the ‘khul which grants women the right to initiate divorce. Qatar grants civil rights such as suffrage, but its personal status law is maintained by the religious Shari’a court rather than the civil court. While laws in Saudi Arabia are also overseen by the Shari’a courts, young activists have recently established a private charity in Jeddah to increase awareness of domestic violence and provide protection in temporary housing. Their aim to provide housing is strengthened by their cooperation and collaboration with the local police. These various laws and initiatives, either established by

governmental or non-governmental organizations, are breaking ground to combat domestic violence.

“Coordinated community response” and “collaboration” became the buzzwords of the anti-violence movement. The focus became creating critical mass in social change theory. Indeed, dedicated professionals for the past fifteen years have begun to realize that working together created far more power toward social change than working separately. Disconnected agencies and institutions did not have the influence or the effectiveness that coordinated agencies experienced. The Family Justice Center movement quickly began to prove this universal reality even to the most cynical observers.

To be sure, there are many ways to move forward in addressing human rights issues in family violence. The need is so great and the forces that have perpetuated violence, sexual assault, abuse, and subjugation are so powerful that many strategies and many initiatives are needed. But this manual focuses on the Family Justice Center strategy – an effort to bring together as many services as possible in single locations so that victims of abuse and their children can come one place to find safety, healing, empowerment, and hope.

This manual begins with the “Jordanian experience.” There are many other examples of excellent advocacy toward system change, but Jordan’s longstanding work against family violence for over a decade is very helpful in seeing the opportunities for change throughout the region. The Jordanian experience includes the leadership of the King and Queen in the Hashemite Kingdom of Jordan, strong efforts by governmental and non-governmental organizations that have been working together, and, most recently, the planning process utilized to begin pursuing the creation of a Family Justice Center model in the unique context of Jordan, the Middle East, and Islamic culture. Jordan’s experience and lessons learned provide excellent resource material for other communities across the Middle East as the movement toward co-located service facilities gains momentum in the years to come. Jordan still has a long journey ahead and many other countries in the Middle East are now pursuing their own vision to create multi-disciplinary, co-located, wraparound service locations which truly address the needs of victims and their children.

The relationship between Jordan and the Family Justice Center Alliance was born in November 2006. Vital Voices Global Partnership, in partnership with the U.S. Department of State, and Her Majesty Queen Rania hosted a two day conference on Public-Private Partnerships in the Middle East at the Dead Sea. The conference looked at many of the benefits of the governmental and non-governmental sectors working together to create social change in many different arenas. Former San Diego City Attorney Casey Gwinn and the Senior Coordinator on Women’s Issues for the U.S. Department of State, Andrea Bottner, had five minutes on one of the panels to talk about the Family Justice Center vision for creating power and social change. They shared the exciting vision from San Diego, the lessons learned, and the power of the co-located service model including the public-private sector nature of the President’s Family Justice Center Initiative. It was five minutes that set the room on fire. Hands went up, excitement was obvious, and allied organizations in Jordan already moving toward such a vision came forward after their presentation and called for a partnership to move the Family Justice Center vision forward in Jordan. After careful study and analysis of all the issues, challenges, and benefits, the Queen endorsed the Family Justice Center vision and everyone started moving forward together to create a critical path to achieve the vision within three years in Jordan.

This manual is now a by-product of the ongoing effort to create a pilot Family Justice Center in Jordan. It is intended to be a resource to communities across the Middle East in seeking to elevate the human rights of women, preserve and celebrate healthy, non-violent families, and advance social change in order to reduce honor killings, murders, murder-suicides, physical assaults of women, female genital mutilation, sexual assault, human trafficking, or forced prostitution. The focus is on using the power of the Family Justice Center model as the strategy to help achieve these ends. The manual includes philosophical issues about family protection, the Jordanian experience, practical lessons and examples from San Diego, and basic steps in seeking to develop Centers in the particular community applying the principles of the Family Justice Center movement.

A strong team now exists through the relationships developed between the Family Justice Center Alliance (San Diego), Jordanian leaders, professionals from Vital Voices Global Partnership, the U.S. Department of State, and determined leaders in Bahrain, Dubai, and other Middle East countries that are helping to move this vision forward. This manual is the next step in a long journey still ahead of us.

Casey Gwinn	Shireen Zaman
Gael Strack	Dana Al-Ebrahim
Judi Adams	Tim Campen
Samar Haj Hasan	Yasmine Pharaon



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Chapter I

Jordan: The Journey Toward the Family Justice Center Vision



“Empowering women today is, perhaps, the single greatest legacy we can bestow upon our children. Our daughters, watching in admiration, will be inspired to emulate our initiatives and excel in their chosen fields. Our sons, proud of the positive changes they see not only in their families but also in society, will recognize the value of empowering women. Ultimately, we will all benefit from a more cohesive and active global community, renowned for respecting each other and proud of the strong foundations it has built, together.”

Her Majesty Queen Rania

The co-located service model known as the Family Justice Center (hereby referred to as the FJC or the Center) and sometimes referred to as a Family Safety Center is a simple concept that holds perhaps the greatest promise in decades for reaching the Queen's vision for the empowerment of women and protection of families. The concept is that all services for victims of family violence and their children should be provided in one location rather than spread out over many locations. It is a simple concept with great promise that is difficult to implement. Differences in cultures, laws, beliefs, values, and priorities of governmental and non-governmental agencies often hinder efforts to implement the simple idea of a "one stop shop" or co-located services for victims of family violence and abuse.

In 2007, however, the Hashemite Kingdom of Jordan in partnership with the United States Department of State, Vital Voices Global Partnership, Mahara Professional Consultancies in Development, the National Council for Family Affairs, and the Family Justice Center Alliance joined together to develop such a Center or Centers in Jordan. The planning process which has been utilized can be a model for the Middle East in how to plan and create such Centers. The early success experienced by the Jordanian government and its non-governmental agency partners can help point the way for other countries, regions, and cities that are seeking to protect families from violence and abuse and to support healthy, stable, non-violent family relationships.

The foundation for the success of the Jordanian journey to create new and expand existing service delivery centers to address family violence through more co-located services was laid over a decade ago through the leadership of the Jordanian Royal Family. This leadership was supported by key governmental and nongovernmental allies and organizations which evolved over the past 15 years, including: the Jordanian Women's Union, in creating the first abuse hotline in 1994; the Family Protection Unit (created in 1997); the work of the Women's Health Counseling Center of Sweilah; the Jordan River Foundation; the Family Protection Directorate; the National Council of Family Affairs; the Ministry of Social Development; the Ministry of Justice; and other key stakeholders. Jordan's history of social development and focus on the empowerment

of women clearly aided the planning process for a Family Justice Center model in Jordan and accelerated implementation of this powerful vision for the protection of women, children, and families.

The progress in Jordan has motivated the creation of this manual to serve as a blueprint to aid other countries in the Middle East in the coming years. Through funding from the U.S. Department of State, this practical "how to" manual is now available to all those interested in a cost effective, efficient, powerful approach to protecting and serving families exposed to violence and abuse.

This manual includes information developed and lessons learned in Jordan during the 18 month planning process and provides a road map for future Centers in the Middle East. Each country is unique in the Middle East and the challenges will be different in each country and in each community just as they have been in our work in different cities and communities around the world; but the many individuals, government officials, and non-governmental organization staff members who joined together in Jordan have helped to create a process which can guide other countries pursuing this exciting vision for helping families experiencing abuse and dysfunction.

The process in Jordan, referred to here as the "Jordanian experience," provides a host of lessons for other communities. The Jordanian planning process for a Family Justice Center also created a strategic planning document that is an excellent illustration for other interested communities. The International Family Justice Center Alliance's strategic planner, Judith Adams, memorialized the planning process in Jordan and produced a strategic planning report that has guided the process in Jordan. It is an excellent example of the type of product that can emerge from a collaborative, coordinated planning process with many community, business, and government leaders participating. The entire planning document is included as an appendix to this manual but the process used in Jordan must be highlighted here in this first chapter.

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1. For a complete history of the family protection movement in Jordan please visit <http://www.familyjusticecenter.org/ebook>
 2. For a summary of the lessons learned in Jordan as prepared by Samar Haj Hasan and Yasmine Pharaon please visit <http://www.familyjusticecenter.org/ebook>

Overview of the Strategic Planning Process in Jordan



In February, 2008, more than 60 individuals representing 25 different organizations and agencies engaged in a strategic planning process to answer the question: *What would it take to create a comprehensive wrap-around, one-stop service delivery system for victims and families in Jordan?*

Following a kick off pre-planning meeting with the leadership from the National Council for Family Affairs (NCFA) on February 23, 2008, the strategic planning event included the following key steps:

Step One – Setting The Stage: Casey Gwinn, President of the Family Justice Center Alliance (FJCA), presented an overview of the Family Justice Center model – how it started, what it is, how it works, and why it is having such an impact around the world.¹

Step Two – Community Assessment. Judith Adams, Strategic Planner for the FJC Technical Assistance Team, began the two day planning process by leading participants through a *Community Assessment* exercise that identified the uniqueness of Jordan's experience, resources and accomplishments to date as they relate to their readiness to create their own model Center or Centers in Jordan.

Step Three – Dream Big! Next, participants engaged in a *collaborative visioning process*: “Imagine, it's 2013, and the Amman Jordan Family Safety Center is operational and people are coming from all over the world to visit and take a tour. Family violence rates have dropped dramatically. Something new and different is taking place in Jordan. Everyone is talking. Other countries in the region are calling, seeking information. What does the new Center look like? What kind of environment have you created for victims and their families?” All responses were considered and the resulting shared vision is included here.

Step Four –What's standing in the way of our vision today? Participants reflected about what it is that hinders current systems – what makes it difficult to create a new and better system? This step was NOT about placing blame; often today's barriers were yesterday's solutions. This exercise was about identifying some of the perceived “boulders in the road,” the underlying root causes, and the belief systems that stand in the way of achieving the vision of healthy families and proper support for unhealthy families.

Step Five – Strategies: Exploring four different options for a center. While participants embraced a co-location service delivery model for Jordan, participants had differing opinions about the best location for a Center or Centers. They answered the following questions: (1) Keeping our five year vision in mind, what partners/services could we add to our Family Protection Directorate in order to expand it and make it a comprehensive, wrap-around Center? (2) What would we need to add to an existing community center such as the Institute for Family Health in Amman to create a comprehensive wrap-around Center? (3) What would a Community Campus Center consist of if such a new independent location was created in the future? (4) What could a 12 month pilot project look like? (5) What do families need from such a Center or Centers?

Step Six – Commitments and Planned Accomplishments – This step had to do with decision making. Participants were asked and answered, “What do we actually intend to do over the next 12 months that will move us toward our vision?”

Step Seven – Action Planning – During this step, participants were asked and answered: how will this work get done? Who will be responsible? What steps will we take to start this work? What is our timeline? How will we review our progress? And, what can we learn from this approach?

Step Eight – Reflection. In this last step, participants reflected over the last two days. They commented on the

1. To access the information presented by Casey Gwinn, please visit www.familyjusticecenter.org.

significance of what had been accomplished, insights gained, and lessons learned along the way.

This strategic planning process in Jordan produced an 18 month plan for proceeding to create a pilot site or sites for more comprehensive services for families and a vision for creating such Centers across the country in the coming years. This plan is currently being implemented in Jordan and forms the backdrop for the creation of this “how to” manual to assist other interested countries and communities in the Middle East in pursuing the Family Justice Center vision in the years to come in order to realize the vision of the former Secretary General of the United Nations of equality, development, and peace.

Insights and Reminders



Each community must develop its own vision for a Family Justice Center or Family Safety Center. The Jordanian experience has made clear that the model for specialized “one stop shop” services will be different in every country and such efforts in the Middle East must be developed with special awareness of cultural and religious values and the unique characteristics of each community’s legal approach to addressing family protection issues. Even the name should be carefully evaluated to ensure that it does not deter families from coming forward for assistance. In Jordan, the phrase “family protection” has been previously used and is accepted in the culture. In the United States and Great Britain, the name Family Justice Center was used based on the outcome of focus groups with victims and survivors. Whatever name is used for a co-located service center, the actual services provided should be based on the unique characteristics and needs of that community. In developing a vision, key visionaries and planners should consider the following insights and tips garnered from the tremendous work done in Jordan during the creation of their Family Justice Center Blueprint:

- Obtain the input of everyone as the discussion begins
- Build on the successes already accomplished in the country in addressing violence in the family
- Adapt the concepts of co-location so they are appropriate for the community
- Document the entire planning process
- Study other successful models in developing a local plan

Chapter 2

Coalition Building



“Our experience at Vital Voices working with leaders around the globe has underscored the critical importance of public-private partnerships in tackling the tough challenges facing our societies. When the private sector, government and civil society come together to address challenging issues like family violence, poverty alleviation or human trafficking, we stand a much better chance of success. Solutions are more comprehensive, sustainable and effective.”

Melanne Verveer
Co-Founder and Former Chair, Vital Voices Global Partnership

What is coalition building?



Coalition building...

- brings together a broad cross-section of individuals or agencies to pursue a common vision, plan, or goal.
- makes the group stronger than its individual parts.
- enables information to be shared between all the agencies working with the same family and creates greater efficiency.
- unites services in one place, making it easier for the victim to get help.

Introduction

This chapter focuses on coalition building, the art of developing a diverse base of support for a plan, vision, or project. Gathering a large coalition of supporters around the vision of the King and Queen of Jordan was clearly the path to success in Jordan for the Family Justice Center vision. Similarly coalition building is critical to success in any country or community where the vision for co-located services to empower women and protect families is pursued. While the notion of coalition building is more often used in politics or social change processes, it fits perfectly in the arena of developing a Family Justice Center or Family Safety Center. The process of bringing together a broad cross-section of supporters to address family abuse issues is partly political, partly social change, and most clearly, a process of recruiting allies who share the common goal of healthy, non-violent families.

Jordan began its journey by focusing on the larger notion of public-private partnerships in all areas of society. Family violence was not central to the first conference hosted by Vital Voices Global Partnership on public-private partnerships. The primary focus of the conference was why such partnerships benefited the business community, the charitable sector, and the government sector. The conference stressed that many issues in society are more effectively addressed through collaboration and cooperation between all sectors of society. Family violence was simply one example used at the conference to show how every sector benefits from such a partnership. The greatest benefit of the first public-private partnership conference was to engage many entities in understanding the benefits of coalition building and public-private partnerships. Corporate social responsibility was also a key early topic of discussion at the public-private partnerships conference in Jordan and helped engaged corporate leaders in the need to participate in government efforts to help families dealing with violence and abuse.

This chapter focuses on the basics of coalition building to help communities understand the foundation for creating a Family Justice Center. Two later chapters, “Getting Buy-In” and “Strategic Planning” focus on the nuts and bolts of the actual process of bringing everyone together to create a shared vision for co-located services, but a basic understanding of the power and benefits of coalition building is an important first step in this journey.

The Definition of Coalitions

A coalition is often defined as:	The union of a mass of separate bodies; An alliance of political parties, states, or persons.
In the context of creating a Center to serve women, children, and families exposed to abuse and violence, a coalition is:	A group of agencies, individuals, and professional service providers who come together to achieve the common goal of providing “one stop shop” services to families.

The Benefits of Building Coalitions



No single individual can create the complex system of services necessary to help someone dealing with severe abuse in the family. The needs of abuse victims include medical services, legal services, social services, housing, and services for children. Such an array of services require many organizations and individuals working together to meet the needs of a victim of abuse. Once organizations from different disciplines begin working together, however, they are much more able to provide the needed help. If all the services needed are in separate places and operated by separate agencies, it is too difficult for the victim and her children to go to all the separate locations. This is especially true when the victim does not have family support, lacks financial resources, transportation, and medical assistance (if she has been injured). Fear of social consequences of seeking support makes it difficult for a victim to seek help and this difficulty is even more pronounced if the obstacles to assistance are greater because agencies do not coordinate their services. The benefits of coalition building quickly became evident in Jordan during the planning process and likely apply in other communities.

1. Coalition Building Creates Improved Professional Development

First, coalition building creates improved professional development. Nurses, doctors, police officers, prosecutors, advocates, counselors, and social workers learn from each other as they work together. The sharing of expertise, perspective, and information helps each service provider become more knowledgeable about the needs of the victims and more aware of what other professionals do to meet those needs.

2. Coalition Building Helps Eliminate Duplication of Services

Second, coalition building helps eliminate duplication of services. With all the service providers coordinating their work, it is easier to determine what each professional can do to help the victim. With everyone working together, the victim does not need to seek the same types of services from different agencies but each agency can focus on their particular area of expertise.

3. Coalition Building Enhances Efficient and Effective Delivery of Services

Third, coalition building helps with the efficient and effective delivery of services. Too often the victim must tell her story over and over again as she travels with her children to different agencies. Each agency does not know what the other agency has been told or what the other agency is doing. This inefficiency also leads to ineffective service delivery. When no one knows how or when someone else is going to help the victim, there is inherent inefficiency. Ineffective and inefficient service delivery often causes the victim to return to her violent and abusive situation without intervention and family support – ensuring that she will return when more abuse occurs. The revolving door of ineffective services means that victims return over and over without the unhealthy family environment ever being addressed.

4. Coalition Building Increases Available Resources

The fourth benefit of coalition building is the increased availability of resources. If all the services are in one place, the likelihood of the victim and her children receiving those services increases dramatically. If the victim has to go from place to place and agency to agency, the chances she will give up and never receive the available help increases. It is encouraging for both the services providers and the victims when all the services come together in one place. It provides better support for the victim and a stronger community for the service providers to work in as they meet the needs of victims of trauma and abuse.

5. Coalition Building Improves Communication

Finally, coalition building allows for better communication. Everyone working in the same place assists information sharing, facilitates meetings among the service providers, assists the coordination of services to a particular victim

and her children, and increases the safety of the victim. Abuse always thrives if secret and poorly coordinated services tend to allow the abuse to continue due to inefficiencies in the system of care.

6. Coalition Building Increases Funding Opportunities

Local and international donors look favorably on cooperation and coordination. Today, there is a high priority with most funders to have coalitions and collaborative approaches to service delivery and community problem solving. Many funders have come to realize their dollars stretch much farther and have far greater impact when agencies work together than when funds are simply passed out to separate, disconnected initiatives that do not seek social change in a cooperative fashion. Coalitions will save money in the long run by increasing efficiency and pooling scarce resources in order to increase impact.

The Challenges of Coalitions

In supporting the alliances and coalitions to better meet the needs of victims of family violence, it is also important to be aware of the challenges and struggles which coalition building brings. Once agencies start working together, they must compromise more. They must often share decision making authority. Agencies and organizations cannot simply make their own decisions without coordinating their work with others that are working with the same victim. This need for cooperation and coordination often requires some surrender of ownership over the outcome of a particular case and does not allow for one agency to make all the decisions and be in charge of all activities. Surrender of control and ownership is often difficult for agencies and takes a very concerted, focused effort by the leaders of an organization. By creating collaborative decision making approaches and compromising for the greater good, agencies working in coalitions often find that their influence, funding, and impact increases over time.

The compromise and cooperation that is necessary, once agencies start working in a coalition approach to help a victim, is often most difficult for police agencies and governmental agencies. Governmental agencies are often focused on following their policies and protocols and have a difficult time varying their approach based on the uniqueness of a particular situation. It is important to be aware of this issue in order to make every effort to be flexible when agency policies conflict while working to help a particular victim. Working together in a cooperative way also leads to an awareness that regular changes are necessary in order for professionals to adapt and work most effectively together. This too can be difficult for governmental agencies that do not like to change their policies and procedures once they have been put in place. But change is crucial and must happen regularly so that policies and procedures are responsive to the actual needs of victims.

The value of such cooperation and coordination is very clear, however, victims receive better services, their input is valued, and they feel supported when a coalition or team is working to help them rather than simply a variety of separate, disconnected organizations.

Insights and Reminders

- Coalition building makes the group stronger than its individual parts
- Bringing all the providers together helps create a unified vision
- When information can be shared between all the agencies working with the same family, there is much greater efficiency
- When all the services are in one place, it is much easier for the victim and the victim's children to get the needed help

Chapter 3

Strategic Planning



“Planning is bringing the future into the present so that you can do something about the future now...failing to plan is planning to fail.”

Alan Lakein

What is strategic planning?

Strategic planning...

- creates vision.
- encourages conceptual thinking
- provides direction for the entire coalition of participating agencies
- is critical for successful organizational development

A well thought-out strategic plan will lay the foundation for subsequent topics: designing the model, safety and security, health services, client services, volunteers, and getting buy-in.

Major steps of planning



- History gathering
- Visioning
- Identifying blocks and barriers
- Determining the direction
- Formulating implementation plans

A good strategic plan can act as a framework for decision making. It can be used to secure support and provide a basis for more detailed planning. Strategic plans help to describe an organization in order to Inform, Motivate, and Involve Others.

What strategic planning IS NOT

- A Strategic Plan is NOT a Business Plan.
- A Strategic Plan is NOT an Operational Plan.

Participatory Strategic Planning



Successfully designing and implementing a comprehensive wrap-around service delivery center requires uniting a multidisciplinary collaboration of all stakeholders who, experience has shown, have varying viewpoints, differing philosophies, and competing priorities. Strategic planning for a Family Justice Center must be done at the beginning of the process and it must be inclusive of all these viewpoints, philosophies, and competing priorities. Everything must be out in the open so that consensus can emerge as a plan develops.

Strategic Planning will help...



- Create a shared vision of what is possible for your Center
- Help people to “dream big” and not settle for a very mediocre set of goals
- Generate new ideas and buy-in
- Develop a practical road map to implementation
- Create a framework for decision making
- Provide opportunities for leadership to emerge from the ground up
- Generate excitement and commitment through shared visioning and decision-making
- Assure an open, transparent process that promotes collaboration and trust
- Build a process for obtaining concrete, measurable results
- Increase collaboration and decrease competition

Utilizing an independent strategic planner trained in the participatory strategic planning processes described in this chapter, provides a neutral, unbiased planning process which promotes trust and confidence among partners.

Develop the Planning Team by Including the Necessary Key Players



Because Family Justice Centers are designed to open silos and remove barriers to services for families, creating a new Center cannot be accomplished without involving the principals that govern, provide oversight to, and operate those existing systems and services. Each system that interfaces with your Center has its own philosophical viewpoint, its own language and its own standards.

Some key partners by nature and profession are not prone to collaboration. Organizations that operate out of a hierarchical or top-down governance model frequently balk at the idea of shared planning and consensus building. However, our experience has been that community based organizations often end up playing a vital role in partnering with government organizations — the community partners’ viewpoint is invaluable, and government planners get to hear ideas and feedback that would never have been expressed if the planning process had been skipped.

Participatory strategic planning is the process that can bridge some of those gaps by working side by side to create a shared vision, identifying blocks and barriers, and developing agreed-upon goals. The end result is the development of common language and a road map for launching a center that everyone has a hand in creating.

A good strategic plan will be realistic and attainable so that the planning team is able to think strategically and act operationally. And, in the case of a new Family Justice Center, a good planning process must

be participatory and inclusive. Including key stakeholders and the necessary players is crucial. Stakeholders will generally include representatives from your Center’s on- and off-site partners and your community “tall trees”—government leaders, non-governmental organization leaders, community and business leaders, and other policy makers that work in the field of human and social services.

If some of your tall trees are busy and pressed for time, invite them to participate in a limited capacity. They can kick off your planning process, welcome participants, briefly share their ideas, voice their support, and identify challenges to be addressed. And as you gain those supporters on a conceptual level, keep a list of all those that support the vision!

Who manages the systems and services in your community? Who do you need to include in your planning process? Make a long list; invite them early to get the planning date on their calendars. Send e-mail reminders. Send an advance agenda. Ask them to RSVP. Follow up until you get an answer. Create a master strategic planning participant list. These are the same folks you are going to invite back again for follow-up meetings and 90-day reviews.

What Kind of Products will be Generated During the Planning Process?

The participatory strategic planning process will create a customized plan to guide the development of a Family Justice Center. This will include a shared vision for a fully operational center; mission/values clarification; a description of blocks and barriers standing in the way and strategies to overcome those barriers; short-term priorities and actions to move toward achieving the vision; a one year work plan that spells out tasks, assignments and timelines; indicators of success; a plan for managing, implementing, reviewing and updating the strategic plan.

What Can Participants Expect?

The initial planning process typically consists of two days. During that time, participants can expect to work in large and small groups. There will be opportunities to brainstorm ideas and to explore issues at a deep level. Participants should dress comfortably. The days will be eight hours long. Six hours will be used for strategic planning work. Two hours will be used for lunch and breaks. Participants will be consulted about the timing of these breaks based on local customs and practices.

Participants are asked to stay engaged for the entire two day planning process. There are exceptions of course, but the product and process is most effective when participants can commit to two full days. Participants will be given the opportunity to join and lead specific workgroups based on their interest and expertise such as: Finding a Location; Safety and Security; Partnership Development, etc. Even though not all participants will want to serve on a workgroup, they will continue to be part of the planning team, invited to attend scheduled progress review meetings, informed of all major decisions, and called upon for their advice, assistance and expertise as the planning process goes forward.

Once the Plan is Developed—Use it!

The resulting strategic plan is more than a document. It is a container filled with the planning team's combined hopes, dreams and commitments for creating a center that will change the lives of women, children and families who are victims of violence. New relationships result from the planning process, trust issues are addressed, and new commitments are made; to each other and to the process. It is critical to follow the plan. Stay the course. Honor the team's contributions; revisit the vision, reconvene the team for progress reviews, updates, trouble shooting, and shared learning. The resulting five-year strategic plan developed in Jordan can be a model for other communities across the Middle East.¹

1. To view the five-year strategic plan developed in Jordan, visit www.familyjusticecenter.org (English) or <http://mahara.jo> (Arabic).

What Other Centers Have Learned During Their Planning Processes



In Jordan and other communities pursuing Family Justice Centers around the world, the planning groups for Centers have learned some valuable lessons:

Walk with the tall trees! Include key leaders in all aspects of the planning process. This sends a clear message to participants that the planning process is important, valued, and has credibility. *Let the leadership know they are valued, too. Send meeting notes and use participant quotes.*

Expect resistance! Not everybody loves strategic planning. Laugh about it, acknowledge it, but don't be talked or pressured out of it. Strategic planning works. Most people will choose to participate if given an opportunity. *Those who don't like it will generally follow along if there's no way out.*

Stay in motion. Conduct strategic planning follow-up meetings to monitor progress, to troubleshoot problems, and to introduce new issues that need to be incorporated into the planning process. Always review the vision, create an environment of celebration, and build in time to reflect on what you've learned. *People know you're serious if you follow up and follow through.*

Create a little stash of time. Honor people's time and contributions. Begin and end meetings on time; provide an agenda and identify the meeting's purpose and desired outcomes. Use ground rules to help the group manage itself. Build in time for the unplanned and unexpected. *An agenda is like a budget. Always have a little stash of time tucked away to cover you in case something takes longer than expected.*

Know who is in charge. Create a single point of contact to keep people informed and up to date, and to answer questions about the planning process. Assign someone to send out reminder notices and meeting notes. Create a database of all participants and share, share, share. *Nothing frustrates participants more than not knowing who to call for meeting dates and reports, not having phone numbers and e-mail addresses in order to communicate.*

Make merry. Provide food, coffee, and tea at meetings and be on the lookout for opportunities to publicly recognize a "job well done." *Food and acknowledgement always improve the strategic planning product!*

Always open the door for others. Provide opportunities for leadership to emerge from the participants. Natural leaders will emerge if they are given an opportunity to use their leadership skills in the planning process. *Make sure planning processes are inclusive and collaborative.*

Insights and Reminders

- Hire an excellent strategic planner
- Consider using outside experts and planners when first beginning (see www.familyjusticecenter.org) for information on working with the International Family Justice Center Alliance Team)
- Do not let subject matter experts substitute for a good strategic planner
- Start strategic planning processes from the beginning and don't stop even after the Center is launched
- Document the process at every step
- Praise and reward those who engage fully in the strategic planning process
- Make good food and drink a priority during the strategic planning process!



Workshop Name: Co-Location
of Women's Center
Rania El-Khalil
Women's Center for Legal Aid & Counseling
Participant

Handwritten notes in Arabic on a piece of paper. The text includes a drawing of a woman's face and some text in red ink. The paper is part of a notebook or folder.

Chapter 4

Designing the Model



“The Family Justice Center model will look different in every country and in every community. And it should look different because it should be based on what is appropriate and effective in protecting families in that community. No other community should be exactly like San Diego and no other country should develop Centers exactly like the United States. There is a Jordanian model and there should be unique models in every country and every community while still following the basic principles.”

Dr Haifa Abu Ghazaleh

Former Regional Program Director, Arab States, UNIFEM

What Are Your Community's Needs?

- Conduct a Community Assessment
- Conduct an Inventory of Resources
- Conduct an Inventory of Needs

As you determine the needs and design your model for a Center, remember to:

- DREAM BIG but start small! You can build up to the *biggest* and *best* Center in subsequent phases.
- Develop and build your Center from the victim's point of view, not solely for the convenience of the professionals or service providers. Ask the victims what they want in a Center before you plan it!.
- Allow adequate time for your strategic planning process before your grand opening and keep the planning process going even after your grand opening.
- Determine your space needs and then multiply by three! Most Centers around the world have underestimated their space needs for all the partner agencies.
- Make room for others and constantly pursue *buy-in* from partner agencies.

Figure Out What a One-Stop Shop Looks Like in Your Community



Every Family Justice Center should be customized to meet the needs and match the resources of the individual community. One size does not fit all because every community varies in geography, population, demographics, resources, history, level of collaboration, and politics. As Centers develop in countries around the world, it is clear that every model will be different based on the unique characteristics of each country and each region and community within that country. All of these factors will influence the design of a Center.

To design the model, a planning or steering committee is the best starting point. The Steering Committee should include the key stakeholders who, in many cases, represent broader collaboratives, coalitions of providers, or existing systems and agencies. See appendix for a list of who should be on your steering committee.

Once your community has made the commitment to launch a Center, the Steering or planning committee should ask themselves some questions:

- What will be the focus of your center (domestic violence, child abuse, sexual assault, elder abuse, or all forms of family violence)?
- Do you have a strategic plan on how to launch your center, how to operate it, and how to manage its growth?

Conducting a Community Assessment is Critical

To help you design your model, consider conducting a community assessment. A community assessment will help evaluate the strengths and weaknesses of your community, and whether or not your community is ready to open a Family Justice Center.

Please refer to the worksheet on the following page for a complete list of Community Assessment Questions.

Once you have conducted a community assessment, you are ready to conduct an inventory of resources.

Community Assessment Questions Worksheet

Note: Each of these questions can illuminate certain strengths and weaknesses in a community that will inform the discussion about a community's readiness to move forward with the Family Justice Center vision.

1. Do you have protocols for every agency in your community on how it responds to domestic violence? When were the protocols last updated?
2. Does your state domestic violence coalition work closely with your community or strongly support your existing protocols and procedures?
3. Do you have a history of agencies that provide domestic violence services working together? Do you like each other? Do you get along well?
4. Do you have domestic violence specialists in your law enforcement agencies and in your prosecutor's office?
5. Do you have a domestic violence task force or coordinating council?
6. What is the greatest accomplishment of that task force in the last year?
7. Who will be your strongest partner in pursuing the Center's vision?
8. Who will be your weakest partner in pursuing the vision?
9. How much local money is already being spent in your community to help victims of domestic violence? Has the amount of money gone up or down over the last 10 years?
10. What will you do to pursue the Center vision if you cannot initially find funding?

Source: Family Justice Center, <http://www.familyjusticecenter.org>.

Conduct an Inventory of Resources

- List all the agencies, services and programs available in the city or region, including those related to legal support, medical needs, advocacy, mental health, spiritual support, social services, and housing.
- Develop a flowchart of all the places a victim would have to go to seek those services and how much time it would take to access them all.
- Find out which agencies would be willing to commit to being co-located at your center.
 - Are they willing to provide staff either full or part-time?
 - Are they willing to provide in-kind services such as sharing equipment, technology, protocols, and mailing lists?
 - Are they willing to pledge their commitment in writing and work as a team?
And are they willing to try new approaches and create a new system of providing services?

Some agencies will be unsure, unwilling, or unable to assign staff to your Center. That's okay. Give them time to sort out their concerns and process the benefits of co-location of services. For the start-up phase, it is better to focus on working with those agencies that are ready, willing, and able to co-locate. The others will come later.

Conduct an Inventory of Needs



Discover the extent to which services are available in your community, either through surveys or focus groups with victims, survivors and professionals to identify needs.

Please refer to the worksheet on the following page for sample focus group questions with survivors regarding how co-located services would assist them.

For a complete list of Inventory of Needs Questions asked in Jordan during the planning process for their first co-located center, please refer to the worksheet on page 20.

Inventory Other Models

There are many international collaborative models to study in deciding how best to provide co-located services. Check out child advocacy centers, domestic violence shelters, health clinic or hospital-based initiatives, and court-based programs.

All these collaborations are a reflection of the needs, resources, and leadership of a particular community. Pick and choose the best practices from each model that will work for your community. You may even want to take the time to visit certain sites and talk to individuals who work at these various centers.

The San Diego Family Justice Center model was informed by nearly 10 site visits over a two-year period to other communities across the United States. Now, there are programs to visit in Great Britain, South Africa, Canada, and the United States.¹

1. To find a current list of operational and pending centers from around the world, please visit www.familyjusticecenter.org.

Inventory of Needs Worksheet: #1

Focus Group Questions for Survivors

Discussion Time: 90 minutes.

Purpose: To find which services survivors of domestic violence used and what impact they had.

Desired Outcomes: By the time we leave here, we will have learned:

- Which services you used
- What services you felt were most/least helpful (and why)
- Changes resulting from services—with yourself, relationships, and/or children
- Your current concerns
- If you have any need for services in the future
- What you think would make services even better

Ground Rules for Focus Group Discussion:

- All comments are confidential; no names will be recorded
- No one has to talk beyond the first question, which will be asked of everyone
- We do want to hear from everyone, so we need to be as concise as possible
- Stay on the agenda
- Victim advocate and licensed Marriage and Family Therapist will facilitate the discussion
- Answers will be charted verbatim

Group Discussion Questions:

1. How long ago did you use the services of the Family Justice Center?
2. Which of the services of the Family Justice Center did you find most helpful? Least helpful? Say a few words about why?
3. In what ways do you think your life has been any different as result of the services you received through the Family Justice Center? (Probe if necessary regarding overall satisfaction with life, physical and emotional health)
4. How do you feel now about your relationship with the person who was your partner at the time you came to the Family Justice Center? (Probe... how comfortable are you with the status of that relationship? How worried or concerned are you?)
5. If you now have a different partner, how do you feel about your relationship with that person?
6. What concerns do you have now about the health, safety and well being of your children? (Probe...is that any different now than before you came to the Family Justice Center?)
7. What services related to domestic violence do you think you may need in the foreseeable future?
8. What could the Family Justice Center do that would make service even better?
9. (Optional) How would you describe your stress level upon entering the Family Justice Center? When you left the Family Justice center? Today?

Source: Family Justice Center, <http://www.familyjusticecenter.org>.

Inventory of Needs Worksheet: #2

Sample Inventory of Needs Questions Asked in Jordan

1. What are the factors or (situation, incidents) that has led you to visit this Center?
2. How did you hear about our Center?
3. If you were referred, who referred you?
4. What are the services that were provided to you at this Center?
5. What are the services that you wanted, but were not provided at or by this center?
6. Were you referred to other organizations or institutions to provide you with the services that were lacking in this Center?
7. What are the challenges, if any (all sorts of challenges) you faced in obtaining services that were not provided by this Center?
8. What services would you like to see added to this center so we can provide comprehensive services for protecting and supporting victims of violence?
9. Are there any other services that you need but couldn't find anywhere? (at this Center or any center or institution in Jordan)
10. If we were able to offer all services for victims of violence under one roof, what's your idea and vision of this center, what would you imagine the center to look like? What services would you like to see in place to help and assist you and your family? And finally, how are the services being provided? Please provide us with an elaborate answer.

(Some examples of services: entertainment, counseling, educational services, health or medical services, vocational services etc...)

Inventory Your Site Options

Another important step in the design process is to evaluate your space options. The first step is to simply list all available options until one avenue becomes clear.¹

Sharing Leadership is Necessary

Collaborative leadership is the model of a Family Justice Center, but **a clear governance structure is important.**

A Center will need at least one agency with the ultimate responsibility for the operation of the Center and an operational management team (and operations manual) to ensure the Center works on a day-to-day level. You may want to research collaborative leadership models to help you design a model that works best for your community partners.²

Insights and Reminders

- DREAM BIG but start small! Identify how many agencies can co-locate initially but allow for other agencies to be “off-site” partners at first with the possibility of being “on-site” partners later.
- Develop and build your Center from the victim’s point of view, not solely for the convenience of the professionals or service providers. Always include survivors in your planning and design process.
- Allow adequate time for your strategic planning process before your grand opening and keep the planning process going even after your grand opening. You must always keep planning for the future of your Center even after you are fully operational.
- Determine your space needs and then multiply by three! Most Centers around the world have underestimated their space needs.

1. For a full list of possible site options for Family Justice Centers, please visit <http://www.familyjusticecenter.org/ebook/attache/Possible%20Site%20Options%20for%20Family%20Justice%20Centers.Chapter%204.pdf>

2. For management/governance options in Family Justice Centers, please visit <http://www.familyjusticecenter.org/ebook/attache/Management.Governance%20Options%20in%20Centers.Chapter%204.pdf>



Chapter 5

Getting Buy-In



“Violence against women is perhaps the most shameful human rights violation. And it is perhaps the most pervasive. It knows no boundaries of geography, culture, or wealth. As long as it continues, we cannot claim to be making real progress towards equality, development, and peace.”

Kofi Annan, Former United Nations Secretary General

How to Get Buy-In

- Identify all the necessary key players.
- Work with your family violence prevention professionals.
- Build relationships between all participating agencies.

And Remember...

- Start your strategic planning process early. Use it to get buy-in.
- Visit other existing Centers in the region and around the world.
- Be patient. Plan for the long-term operation of the Center. You will likely need two strategic plans: one to open the center and one to keep it going and growing.
- There will be many obstacles and everything will take longer than you would like it to so keep your sense of humor.
- The most valuable resources at a Family Justice Center are the individuals who work there, so treat them with respect even before you open!
- Start your mailing list and email list now. It's an investment in your future. It will be your gateway to keeping your community partners informed and involved even if you open the Center with only a few on-site partners at the beginning.

Identify All the Necessary Key Players



- Identify a core group of advocates and friends.
 - Identify all key players in the field of family violence – friends and foes to your Center
 - Find community decision makers and invite them to meetings
 - Build personal, face-to-face relationships
- Expand your base to include government and elected officials
- Reach out to business and non-governmental organization leaders
- Reach out to religious leaders, elected officials, and highly visible community officials

Take the Opportunity to Educate People on Family Violence

Ask them to commit only to a limited duration assignment as your supporters and advisors. You may want to call this group your *brain trust* or *planning team*. The point is—this group must be unique, dynamic, charismatic, fearless, and know how to make things happen. They must love and welcome new challenges, care deeply about the issue, and must be able to move mountains when necessary.

Once the key players have been identified, make a long list of all the individuals or agencies that will likely be involved, such as:

- On-site partners
- Off-site partners
- Community advisors
- General supporters

Both on-site and off-site partners are needed to provide services to victims of family violence and their children. Any agency that is working with this population should be considered. Indeed, any agency working with victims of family violence (child abuse, elder abuse, and sexual assault) should be invited to participate in local focus groups

Don't Forget to Think Outside the Box

Engage allies such as:

- Prevention organizations;
- Health organizations;
- Groups focused on serving at-risk youth;
- Transportation support organizations;
- Medical equipment companies, and
- Many others that come in contact with victims of family violence even if that is not the focus of their organization.

Remember: Even if your community is not ready to commit to a Family Justice Center, use this opportunity to **bring together and mobilize the family violence community.**

Work With Your Family Violence Prevention Professionals

There are many key players that should be invited as you seek support for a co-located service facility or facilities, including:

- Law enforcement officers
- Prosecutors
- Defense attorneys
- Judges
- Advocates
- Shelters
- Treatment providers
- Medical community professionals
- Universities
- Advocates for the disabled
- Chaplains/Local churches, mosques, and synagogues
- Law schools

Seek each organization's and individual's official endorsement of the project and/or ask them to participate in the strategic planning progress. A sample endorsement letter is provided for your benefit on the following page. There is strength in numbers and local family violence prevention professionals can assist in many ways. Supportive organizations may be able to provide the following types of support:

- Holding a special board meeting of their organization to endorse the concept
- Writing an official letter of support
- Asking their members to write a letter of support to key decision makers
- Contacting key players that should be participating;
- Identifying missing players
- Identifying necessary on-site services
- Sharing a mailing list or email list
- Attending important meetings and press

Build Relationships

The success of any Center depends on your family violence community's ability to develop and maintain relationships. Do not underestimate the **power of a friend**. Oftentimes, it is your personal relationship with someone that will lead to an important contact, partnership, or funding source. Everyone wants to partner with someone they like and trust. Very little is as important as personal relationships, carefully cultivated over a period of time. This includes elected and appointed government officials at all levels of government. They often have much power to advocate for how government money is spent and what the priorities are of government. The Family Justice Center needs to become a common sense idea among all government officials if government is going to end up supporting it and helping to fund it.

Sample Endorsement Letter

Dear Community Leader:

The San Diego Family Justice Center – Where Families Come First

The San Diego City Attorney's Office and the San Diego Police Department seek your support for the San Diego Family Justice Center – a center where families will come first. The Family Justice Center promises to be one of the most significant initiatives to help domestic violence victims in this region in the past 20 years.

After years of planning and as a result of a recent **CHALLENGE** grant received from the California Endowment of \$500,000, San Diego is now ready to open the doors of the Family Justice Center and offer a combination of services and interventions from one location to help victims and offenders break the cycle of violence and develop healthy relationships.

The strategies implemented at the Family Justice Center will make it easier for victims and children to seek help; reduce the amount of times a victim will have to tell the story; increase access to case and court information; improve the accessibility of professionals, services and resources to victims; enhance victim safety, and promote offender accountability and justice.

The synergy of bringing medical, legal and service professionals to work from one location will immediately and dramatically improve the coordination and expertise within our community for the benefit of victims and children. But we need your help to do it! You can help the Family Justice Center by sending us a letter of support to me at the above address. For your convenience, I have attached a sample letter.

On behalf of the Community Partners of the Family Justice Center, we hope we can count on your support.

City Attorney Casey Gwinn

For more sample endorsement letters please visit <http://www.familyjusticecenter.org/ebook/attache/Sample%20Endorsement%20Letters.Chapter%205.pdf>.

Source: Family Justice Center, <http://www.familyjusticecenter.org>.

The Process is Important

Remember that the *process* is as important as the product. **You must go through the process, not around it.** It is important to seek support from everyone, even if it means starting with an unpleasant and chilly reception from initial skeptics and critics. Obtaining the support of skeptics and critics often requires an individual and personal approach.

Does someone you know have a personal relationship with the person who is opposed to your project? Identify common ground. Give it your best shot and if you don't succeed, try again. If you still don't succeed, evaluate whether or not the Center can proceed without the support of the key player or agency you need. One unwilling partner, or even a few, should not derail a good project.

Be willing to go forward with those community partners who want to be involved. Continue to develop relationships with the community and seek buy-in from others. Ultimately, your track record and the strength of the program will be compelling in providing better help to families. Stay the course, apply gentle but relentless pressure, and **DO NOT GIVE UP!**

Insights and Reminders



- Nothing is more important to starting a Center than building a long list of supporters very early in the process
- Recruit a team to visit other existing Centers in the region and around the world
- Think outside the box in inviting individuals and partner agencies to lend their support to the vision for a co-located service Center
- Personal relationships are crucial in recruiting a strong team of supporters for your vision
- Don't leave any agencies out or refuse to invite them even if they are not fully supportive when the planning process begins



Chapter 6

Funding and Sustainability



"There is nothing so powerful in all the world as an idea whose time has come."

Victor Hugo

How to Fund and Sustain Your Project



- Develop a Funding Plan
- Identify a Financial Team
- Develop a Budget for Start-up Costs, Operations, and Expansion
- Identify Existing and Potential New Sources of Funding

Remember:

- Identify a financial team from the outset.
- Develop both a short-term and long-term funding strategy.
- Never be shy about asking for money.
- Develop an understanding of government public safety funding.
- Seek to have the ongoing leasing, rental, or mortgage costs paid from government revenues if possible.
- Project confidence that the Family Justice Center is going to happen in every public presentation and written document.
- Take every opportunity to meet with outside groups in order to build community support.
- Use a facilitator/strategic planner at every stage of your project.
- Plan for long-term sustainability by using your strategic planning process participants.
- Never stop saying thank you to donors.
- Celebrate and advertise both small and large donations.

In order to gain the trust of women, children and families, a Center has to be able to stand the test of time. When a community opens a Center, it sends a message of concern, and commitment to helping women, children and families. By keeping the Center open a community is saying, “We are committed to you not only today, but tomorrow, and to those who come after you. We are not going to abandon you. We will not leave you and your children alone, vulnerable and without resources.” Therefore funding and sustainability is a critical discussion. Funding is necessary to open the Center and keep it operating.

Develop a Funding Plan

Once your community has decided to open a Center and developed a shared vision of what it could look like, it is time to develop a strategy on how you will find the money to open it and how you will keep it going. Funding and sustainability require a funding plan.

A funding plan sometimes is referred to as a business plan, the business case, a feasibility study and/or a sustainability plan.

Why should you have a funding plan? To explain to key partners and funders why they should invest their time, money, expertise and energy in your dream.

What is in a funding plan?

WHY a Family Justice Center is needed;

HOW much it will cost at each phase of the project;

WHAT will be the scope of the project, the services that will be provided and the desired outcomes;

WHERE you plan to seek funds;

WHEN you plan to launch the Center and each phase of the project, and

WHO plans to implement the project?

Your funding plan should include a focus on the financial path to success but the details of funding should wait until after you have a clear vision and plan for the Center itself.¹ To help your community develop a comprehensive funding plan, you will need to assemble a Financial Team who can help you answer these important questions.

Identify a Financial Team

The financial team should be made up of representatives from supportive government agencies, individuals in the business of raising funds, grant writers, representatives from potential funding sources, financial experts, and your *visionary* person or persons — those on the team who are willing and able to *dream big*.

If your key visionary is a public official or policy maker, this helps when funding sources need to be identified. Someone must always be ready to respond to the “*we can’t afford to do this*” mentality. To keep the vision from being lost during the fund-raising process, the financial team also needs representatives from potential on-site partner agencies who will actually be serving the clients once the Center opens.

Once the financial team is assembled, a focus group question is often a good starting point for outlining the key components of a funding plan. The question might be:

What are practical and effective ways to engage the community in funding a permanent home in our community for the Family Justice Center?

Wrestling with a focus group question, aided by a trained facilitator, can begin the process of creating a plan. Never underestimate the importance of the firm pressure applied by an experienced facilitator. The first meeting of a financial team will likely be full of great ideas and enthusiasm, but a facilitator is often the key to keeping the momentum going after the initial kick-off meeting. The entire financial team has two key roles: 1) *To make a commitment to the plan* and 2) *Follow through in implementing the plan which should include all the great ideas identified during the planning process*.

As noted earlier, seeking funding for the planning process itself is an excellent way to develop buy-in from private foundations or other future funding sources.² Communities seeking to start Centers around the world have benefited from bringing in the Family Justice Center Alliance, as Jordan did for initial planning, using small grants and contributions, for the early planning costs and seeking much larger dollars later. Vital Voices Global Partnership also helped pave the way by helping the partners in Jordan think first about public-private partnerships and the benefits of collaboration in meeting the needs of the community. The planning process is also an excellent opportunity to develop momentum with potential funders (governmental and non-governmental) when they see the level of support and excitement building in the community.

Every Family Justice Center site should create a financial team and develop funding and sustainability plans, irrespective of whether there is initial start-up money from the government or other funding sources. Long-term financial viability requires a sustainability plan that will outlive the life span of near-term funding commitments. The sustainability plan is the long-term map for seeking future funding, creating new income sources, and determining if the Center will stay closely connected to government which should be an important long-term source of funding for any Center. The presence of police officers and prosecutors in a Center makes it a key governmental public safety initiative and therefore a high priority of government.

1. For a sample funding plan please visit <http://www.familyjusticecenter.org/ebook/attache/FJC%20Business%20Plan%20and%20FAQ%20October%202003.Chapter%206.pdf>

2. For information regarding technical assistance resources available through the International Family Justice Center Alliance, please visit <http://>

Develop a Budget for Start-up Costs, Operations, and Expansion

Every project needs a budget. Your budget should identify all the known expenses for initial start-up, move-in costs, monthly operations, parking costs and expansion. While it is difficult to anticipate all actual expenses, it is crucial to be as thorough as possible in identifying anticipated costs, cost overruns, and other unexpected expenses.

Launching a Family Justice Center is relatively inexpensive compared to the long-term cost of dealing with violent and abusive families in government and non-governmental service agencies. It does not require the creation of a bureaucracy. It does not require the hiring of many staff members. The vision is to simply take existing personnel from existing agencies (public and private sector) and co-locate them. They still work for their own organizations and continue to handle their own cases. But the co-location begins to create efficiencies when agency professionals start working together on their cases. Efficiency is a key goal by bringing together those organizations already working in the field of family violence prevention and intervention. However, every community partner must contribute existing resources to the project, such as dedicated staff, equipment, and supplies. The budget for a Center has three major categories: start-up costs, ongoing operations, and expansion/long-term needs.

Start-up Costs	<ul style="list-style-type: none">• Tenant improvements• Data lines• Infrastructure• Remodeling• Move-in costs• Furniture• Equipment
On-going Operations	<ul style="list-style-type: none">• New staff (if any)• Rent• Utilities• Parking for staff, clients, and visitors• Phones/computers• Internet connections• Supplies• Brochures and written materials• Web site development and maintenance• Volunteer recognition activities• Staff appreciation events• Food for victims and their children• Food for meetings• Training

Expenses Related to Expansion/Long-Term Planning

From the beginning, every Family Justice Center should plan for expansion, both staffing and space needs. Based on the San Diego Family Justice Center experience, we have learned that “if you build it, they will come,” and we grossly underestimated our space needs. If our experience is the norm, a community will outgrow available space and capacity within 120-180 days of opening. Every Center should, at the onset, plan for future expansion needs—one year, three years, and five years in advance. While we have emphasized this nationally and internationally over and over, most existing Family Justice Centers also failed to plan for adequate staff and space for operations and expansion of their Center. Learn from those who have gone before you. Think bigger even if monies are initially difficult to find.

Identify Existing and Potential New Sources of Funding

A good way to start identifying existing and potential funding sources is to identify the current funds being spent by existing government and private, non-profit organizations to address family violence and the funding sources that provide those funds.

What you will likely learn, if you conduct this exercise, is that your community is already paying a high price for the toll of family violence. In the United States, the National Institute of Justice estimated that the costs related to crime victim assistance are \$105 billion a year. This figure includes medical costs, lost earnings, and public program costs. Clearly systems are already spending the money on family violence, most often times too late. We spend it to send police officers to emergency calls for assistance. We spend it to send battered and bruised victims to our hospitals. We spend it to prosecute criminals and fill our jails and prisons. We wait until the children of domestic violence grow up, commit crimes, and populate our juvenile detention systems. Sometimes we wait until it's too late by paying the highest price of all – the loss of a life. The cost to prosecute one domestic violence homicide in the City of San Diego has been estimated to be \$2.4 million. Thus preventing multiple murders per year by co-located services can save millions over time.

You will also learn that we are not effectively using our limited resources – money, time, and people. Consider the infrastructure costs of running our own, separate organizations. Consider the costs when we work separately and do not share important information or resources.

Yet, there is another important reason to learn about existing funding sources and that is to avoid competing with each other and for limited funding. If you don't know where the funding sources are – you may accidentally tap into the same funding source and jeopardize another program. The better alternative is collaborating and strategically seeking new funding sources together with other agencies.

Based on our experience working with numerous communities around the world, there are many potential funding sources including government, private foundations, business sponsors, and private donations from the caring people in the community. To find money, look under every conceivable “funding rock.” Here are some possibilities:

- The budget of the sponsoring agencies
- Funds from government agencies or departments
- Private foundations
- Business/Corporate sponsors
- Individual donors
- Interest-free loans from banks or private donors
- Special fundraising events

In choosing sources for funding, the financial team needs to consider the timelines which funding sources might want to see when they fund the Center. Such timelines should be prepared so you know how long the journey will take and what steps must be accomplished at various stages of development of a Center. This will then help funding sources know what will happen, and when, based on their investment of resources in your vision. And don't forget that in-kind donations may be as valuable as or more valuable than cash! In some locations around the world, governments have provided buildings for the Center at no cost. Private landlords have also been willing to dramatically discount their leasing rates as happened in San Diego. Donations can include: Furniture, interior design services, computers, phones, software, and hard costs of construction or remodeling – reducing the cost of developing the Center.

Business and corporate sponsorships can be involved in naming rooms at the Center for a particular amount of sponsorship money, donating supplies or special services, donating furniture, services, or simply providing cash for specific activities and programs. There is tremendous goodwill to be gained for the business by supporting the Cen-

ter and may be media exposure for the company. More and more companies are engaging in such an approach to their business plan, sometimes referred to as “for cause” marketing. Often the relationships developed between the business and the other agencies at the Center produces direct or indirect benefit for the company in the long-run.

Other Funding and Sustainability Considerations

Track Filing Deadlines

At least one person on the financial team should be familiar with the filing periods for seeking funds from each possible source. Every funding source has a different fiscal year, filing period, and application process. Develop a system to ensure you are soliciting funds at the beginning of a source’s annual funding cycle.

Identify a Fiscal Agent

A responsible fiscal agent should be identified to keep the money until you are ready to spend it. A private charitable foundation created to benefit the Center is central to long-term sustainability. In the short run, creating a dedicated line-item account with the sponsoring government agency or identifying a local non-governmental agency to act as a fiscal agent can be very helpful. The government can also create incentives to motivate the corporate sector to support the Family Justice Center through tax incentives such as tax deductible charitable donation policies that have been used in the United States and many other countries.

Be Diplomatic and Generous with Thank You Letters

Procedures on how, when, and who should sign thank-you letters is important. Many Centers have learned that saying *thank you* is an art form that is generally incompatible with boilerplate language. The *thank you* that comes from the heart may encourage a donor to give again. The general rule for professional fundraisers is to say *thank you* at least seven times! Be creative. This can include notes, cards, plaques, special pieces of art made by women or children at the Center, or framed pictures of special activities of the Center. Personal gifts that help donors see, in a tangible way, how their donation impacted lives and often encourage future donations.

Develop a Wish List

Every Family Justice Center should have a wish list that can be shared with civic groups, government employees, friends and family, key supporters/donors, and private foundations. The wish list should include the needs of each on-site community partner.

Seek Volunteer and People Power

Volunteers can be a great resource, in the form of raising money and obtaining community support, when seeking grants or pursuing sustainability. Caring people in the community may be willing to volunteer.

Volunteers and community members can:

- Write letters of support
- Attend community forums
- Speak at public hearings
- Write letters to the editor
- Arrange for meetings with possible corporate or business sponsors
- Share mailing lists
- Talk to reporters
- Tell their story (survivors are your most powerful allies)
- Invite their friends
- Help staff community outreach for fund-raising events

Insights and Reminders

- Identify a financial team from the outset and make sure it is not only financial people but operations personnel.
- Develop both a short-term and long-term funding strategy.
- Develop an understanding of government public safety funding and also look at possible corporate support.
- Seek to have the ongoing leasing, rental, or mortgage costs paid from government revenues if possible.
- Project confidence that the Family Justice Center is going to happen in every public presentation and written document.
- Take every opportunity to meet with outside groups in order to build community support.
- Use a facilitator/strategic planner at every stage of your project.
- Never stop saying thank you to donors whether their donation is small or large.
- Celebrate and advertise both small and large donations to encourage others to give.



Chapter 7

Volunteers



“We are often defined in life by what we stand for, what we stand against, and who we stand with, in Family Justice Centers our choices on each of these can change the world for hurting families.”

Casey Gwinn
Family Justice Center Visionary

Do We Need Volunteers?



YES!

Volunteers:

- Work for free
- Can serve food and drinks, and they can play with children
- Can answer the phones and greet people at the reception area
- Can assist with all administrative tasks

Well trained volunteers can relieve the workload from other professionals and help create a special environment to make victims and their children feel safe and welcome.

Remember:

- It is never too early to start a volunteer program. Start developing your program before you launch the Center.
- Appreciate volunteers often. Thank them, reward them, and honor them publicly. Volunteers don't help because they want recognition, but recognition is a great encouragement to any volunteer.
- Seek the support of the clergy for the work of your Center so the victims also receive spiritual support when coming forward for help.
- Set clear goals and responsibilities for the volunteers.

What are Volunteers?

Volunteers may be students, retired community members, those who are currently unemployed, or others who are looking for a way to make a difference in the world and don't need to be paid for their work.

Volunteers are people who can donate their time to work at your Center. They may be able to help out two hours per day or full-time. But no matter how much time they can donate they can help make the Center a place of warmth, hospitality, and support.

Why Do We Need Volunteers?

A well-run volunteer program:

- Enhances the staffing level of a Center with dedicated individuals;
- Helps staff focus on core functions, and
- Allows you to provide services that may not otherwise be offered.

Volunteers are a powerful workforce at any Family Justice Center. Volunteers can reduce the burnout rate of existing staff, which is high in the field of family violence. There is also the indirect benefit of improved community relations. Volunteers can be the best spokespersons for your Center.

How Can We Attract Volunteers?

Whether the volunteer program is large in scope or relatively small, identifying a dynamic volunteer **program manager** is necessary. This person ultimately will determine the personality and success of the program. The individual will need to be in sync with the overall vision of the director and the mission and vision of the Center.

The volunteer program manager should possess the following characteristics: **leadership, problem solving, good interpersonal skills, experience, fearlessness, good communication skills, patience, ability to be a good team player, and loyalty.**

What Do Volunteers Get Out of the Experience?

In return for their time, volunteers get:

- The benefit of professional development
- The satisfaction that comes from serving others
- The camaraderie and friendship that comes from working with other like-minded community members
- The joy of seeing victims protected

In many Centers, volunteers often comment on how satisfying it is to see victims come in angry, hurt, and scared and leave happy, safe, and hopeful.

Recruit Student Interns

Recruiting can be either a seasonal or a year-round task. If your intent is to have a large volunteer workforce, you will need a year-round recruiting effort. Recruitment of interns from community organizations, universities, colleges, and law schools is often one of the best ways to build a strong volunteer program. Look for students who are pursuing a degree in psychology, medicine, nursing, sociology, law, or other related fields. In many countries, interns can receive school credit for the hours they serve at your Center.

Program Length and Curriculum

The volunteer programs will vary from Center to Center, with some being as short as eight hours and others as long as 40 hours. The training can be held over a course of a weekend or several evenings a week. The goal is to prepare volunteers to work with victims and their children effectively.

Train Your Volunteers

Training is critical to prepare volunteers to work at a Family Justice Center. The volunteer training program or “academy” that you create should have a set curriculum designed for reuse each time training is conducted for new volunteers. The process of training is as important as the information you provide the volunteers. The process should help build strong relationships between the staff and volunteers. While its core objective is to ensure the volunteers are adequately prepared to assume their roles, **the volunteer academy is all about establishing relationships.** Key staff from your Center should observe and be engaged in the process throughout the entire volunteer training.

Equally important is the selection of instructors who understand, support, and provide the correct training environment. **Good instructors can excite your volunteers and motivate them to service.** Weak instructors may chase away good volunteer candidates!

Possible Volunteer Academy Classes:

- Family violence dynamics
- Family protection laws and investigation
- Identification of the dominant aggressor
- Criminal prosecution policies
- Civil protective orders
- Family violence advocacy services
- Assessing danger and safety planning
- Identification of family violence injuries and strangulation
- Community partners and on-site services
- Vicarious trauma and professional boundaries
- VOICES (stories shared by survivors of family violence)

The courses can often be taught by professionals working at the Family Justice Center and do not generally require outside trainers. These courses should be designed to help volunteers understand the experiences of family violence victims and children, why victims stay or recant their original stories to authorities, as well as understanding the roles and responsibilities of Center professionals. In some cases, volunteers are not prepared for this type of work, and simply being exposed to this training may cause them to drop out before the end of the volunteer training.

How Do You Honor and Reward Volunteers

Volunteers should be well supervised at all times. Supervision gives them a sense of support and protects against possible problems. A supervisor should oversee the activities of every volunteer. Each shift of volunteers should have an assigned supervisor who provides direct supervision and coordination to the team. The volunteer coordinator should supervise all volunteer supervisors. Once a volunteer is properly trained and supervised, the most important task is to honor and reward them for good work.

Be sure to invest time and money in how to recognize volunteers for their outstanding contribution to your program. Providing the right kind of recognition is the best way to retain volunteers.

Ways to Show Your Appreciation for Volunteers

- Service time awards (number of hours or years of service)
- Letter or certificate for outstanding contribution
- Volunteer month acknowledgements
- Volunteer of the quarter award
- Volunteer of the year award
- Annual volunteer appreciation events such as breakfasts, lunches, or dinners
- Material awards
 - Free tickets to sporting events
 - Shirts or mugs
 - Throw a party in their honor

The more a Family Justice Center honors and appreciates its volunteers, the better!

Conduct Assessment and Exit Interviews with Volunteers

When it comes time to ask for more staff or to write a grant application, you need information to substantiate the benefits of your program. You also need to provide a budget. Collecting data before you start your program will help you measure success, growth, and impact to staff and victims. **Consider using surveys; evaluation forms; and interviews with volunteers (as well as staff and victims) to articulate how volunteers have helped.** Statistics are also important, such as the number of volunteers, hours volunteered, and completed projects.

Focus groups, strategic planning, and exit interviews with volunteers will also help determine what's working and what still needs polishing.

Insights and Reminders

- Volunteers can do an enormous amount of work at a Center.
- Train volunteers well. Appreciate them often. Thank them, reward them, and honor them publicly. Volunteers don't help because they want recognition, but recognition is a great encouragement to any volunteer.
- Seek the support of members of the clergy for the work of your Center so the victims also receive spiritual support when coming forward for help.
- Set clear goals and responsibilities for the volunteers and give them meaningful work.



Chapter 8

Safety and Security



“In planning a Family Justice Center, opening it, and operating it, safety and security are paramount and in every part of the process it is the power of ‘we’ that will bring about success...everyone working together, not as individuals but as a powerful team.”

Gael Strack
Co-Founder, San Diego Family Justice Center

What Are Safety Concerns?



- Safety concerns focus on keeping the clients and the staff safe from offenders
- Think safety at all levels to keep everyone safe
- Be prepared!
- Develop a security protocol and keep it updated

Remember...

- Don't wait until something bad happens at your Center to implement safety and security protocols.
- If your Center is for victims only, tell everyone. Post frequently asked questions on your website and develop brochures to educate the public.
- Make sure the court system is aware of your procedures. You do not want the court to refer defendants for legal assistance or counseling.
- Choose your emergency incident response team carefully.
- Staff will take your policies and procedures seriously if you do.
- When safety incidents occur, debrief immediately, and take appropriate action.

As a Family Justice Center is developed, safety for the clients and staff must be a top priority. Do not put off safety and security until something bad happens. See the sidebars for examples of family violence tragedies that could have been prevented.

Though court-based models of co-located services exist and include on-site offender services, the Family Justice Center model prioritizes safety for victims by eliminating co-located services for victims and offenders. Offender services should not be provided in the same place where victims and their children go to receive help.

Even though offender services are provided *off-site*, you still need to give special consideration to safety and security because of the nature of the offenses. Offenders may seek protective orders against the victim to avoid accountability or to prevent the victim from seeking services at your center. If a Center is serving victims of all forms of family violence, such as child abuse, domestic violence, elder abuse, and sexual assault, the dynamics may be even more complex as close family members may be perpetrators.

To prepare, focus on a hypothetical family violence situation with your planning team and ask how your staff would handle any one of the situations listed below if a known offender showed up at the Family Justice Center.

Be Prepared!

On February 24, 2005, David Arroyo opened fire on his ex-wife Mirabel Estrada and their son in front of the Smith County Courthouse in Tyler, Texas. He then engaged law enforcement officers in a shootout. Mirabel died at the scene as did Mark Wilson, a downtown resident who attempted to intervene. Arroyo was fatally shot by police as he fled.

Events You Need to Be Prepared For

- What if the victim is accompanied to the Center by the offender—the offender is, or may be posing as, a family member—and wants to accompany the victim into your Center?
- What if the offender comes to the reception window and claims to be picking up a family member or friend and members of your staff know the client does not want contact?
- What if the offender and the victim come to your Center requesting information on how to lift a restraining order and there is a valid restraining order pending at the time?
- What if the client tells you there is an active warrant for the offender's arrest for child abuse?
- What if the Center doesn't have a screening process in place and an offender enters the premises; how will you remove the offender once the situation is recognized? What if he has a weapon?

Be Prepared!

On September 19, 2006, Bonnie Woodring was murdered at a domestic violence shelter. Her estranged husband, John Raymond Woodring, forced his way past a shelter worker and shot her. John Woodring later committed suicide.

Be Prepared for Other Emergency Situations

There are other emergency or potentially high-risk situations to consider as well. Your planning process should plan for a number of situations which might occur at your Center in developing staff procedures to ensure safety:

- What if someone walks up to the reception area who is obviously (or suspected to be) under the influence of drugs or alcohol?
- What if someone walks up to the reception area and is hostile towards your staff?
- What if a client appears disoriented and suddenly passes out in your reception or interview rooms? After calling the police, who will contact whom at the Center? What needs to be documented? Who will follow up with the client? Will anyone from your staff go with the client to the hospital or notify the client's family?
- What if a client is depressed and suicidal? Who will conduct an assessment? Who will be notified? How will transportation be handled? What if the client is accompanied by children?
- What if a member of your staff discloses that she or he is a victim and needs services at the center but is concerned about confidentiality and other staff finding out—how will services be provided to this person?
- What if it is determined the potential client has an active arrest warrant?

Develop a Security Protocol and Keep It Updated

A security protocol should be part of your operations manual; it should be regularly updated, reviewed, and provided to all on-site partners and volunteers. **The manual should consist of a written security plan, an emergency evacuation plan, a response procedure for suspects on the premises, a violent incident response plan, and a client/staff emergency protocol.**

Many emergency situations can arise in a Center due to the crises clients are facing when they arrive. Accordingly, all staff and volunteers should be briefed and trained on responding to security matters, including breaches, emergency procedures, and protocols that deal with evacuation and responding to potentially dangerous or hazardous situations.

Such training should be similar to *fire drills*. Staff should be trained in identification of suicidal ideation and medical emergencies (concussion, seizure, CPR). Consider identifying an on-site team of trained individuals to be the *response team* for handling these situations and emergencies.

All safety protocol development should include input from the professionals from various disciplines at the Center, such as police, attorneys, crisis workers, and administrative staff. Local law enforcement experts, including tactical and negotiations teams, should review all of your safety plans.

In order to keep all staff informed and trained, adopt a debriefing policy following any and all safety-related incidents that occur at the center. A formal report should be written on all incidents involving security or the safety of a client or staff.

These reports should be used to develop future training for the ongoing protection of everyone at the center and to minimize reoccurrence of incidents. Your best resources are the law enforcement personnel you have working on-site. They can also be used to update staff and partners, on an as-needed basis, when new personnel begin working at the Center.

Make sure all new staff and volunteers receive training on your security policies and procedures prior to working at your Center. Depending on staff size, you may even consider holding monthly orientations for new staff to ensure everyone gets proper training.

Note that stand-alone buildings require different security precautions than a building that is shared with other businesses. Law enforcement safety experts can explain these differences.

Client Screening Is an Important Safety Element

Determining who should and who cannot receive services at a Center is a complex task. If the goal is to maintain a victim-centered facility, some pre-screening process will be necessary. Criminal defendants with convictions, warrants, or open cases for family violence, sexual assault, or child abuse should not receive services at the center, but be assured that they will try.

A protocol should be in place as to who is going to be involved in making the decisions on these types of cases and what will be considered as part of the case-by-case evaluation. What types of convictions or pending cases will result in declaring a conflict of interest for the Center to provide services to that individual? What screening tool will be used—an intake sheet, or will your center have access to court records?

The more complex issues arise when a current client has previously been arrested for domestic violence but not convicted.

Your intake staff will need to address these issues on a case-by-case basis. An analysis should be conducted to determine the status of the prior case(s), the date and facts as well as a review of any other relevant history and information.

After this analysis is done, your staff will need to determine if it is safe and appropriate to provide services to the client at the center or to refer the client to another agency. The individual assigned to conduct this screening should be trained in the dynamics of domestic violence, identification of the primary aggressor, and the manipulation tactics of batterers.

You need to consult with safety experts as early as possible in the planning stages of a Family Justice Center. Consider the physical design and layout of the Center at the beginning and which of the following you may want to include:

- Bulletproof glass and reinforced walls for the reception area
- Locks on all doors with card keys or keypads
- Limited access to certain areas of the center on a need-to-access basis
- Cameras and monitoring system (taping optional) for reception area and/or outside entrances and parking lots
- Secure parking lot(s)
- Metal detectors or hand wands
- Uniformed guards, either stationary at the reception area or roving in certain non-confidential areas
- Picture identification cards for everyone, including visitors, which are to be worn at all times while on-site
- Panic alarms for certain partners or areas, including the reception area. (These alarms would ring at designated areas or desks that are always staffed with trained people, for example, law enforcement).
- A written emergency response plan that is known and understood by all on-site staff. (Local law enforcement should also have input on this plan).

Staff and Volunteers Should Wear Identification Badges

Everyone working at the center should be required to wear appropriate ID cards while on the premises. For civilian partner agencies, the ID should be the same for each agency. For government agencies, their particular city/county ID badge or ID card (for law enforcement) should be sufficient. The receptionist for each floor or each partner should have familiarity with IDs worn by government partners. For partner agency staff members, wearing IDs should be mandated.

Limit Access to Certain Areas

To ensure safety of clients and staff as well as confidentiality of records, a careful analysis needs to be conducted to determine who will have access to which floors or work areas within the Center. For this purpose, you may consider grouping certain service professionals together.

Police and prosecutor floors should have strict access for several reasons. Each unit deals with criminal incident reports (crimes, arrests, criminal history, perhaps even officer-involved domestic violence reports) that are confidential by law. During working hours, these reports are usually on desks if in paper format or on the detectives' computer screens.

These units also receive additional reports that by their nature are sensitive and confidential. Police personnel, because of the nature of their work, have police gear (uniforms, weapons, badges) in their office space that could be compromised if anyone can access the floor. On-site police must have access to all floors, especially if they will be your Center's first responder in case of an emergency on any of the floors.

If you have more than one door that allows access to the client services area, those points should also have limited access. For example, all persons not working or assigned to a specific floor may be granted access through one door (it should lead to a staffed reception area) and further admittance granted by the nature of their business.

Insights and Reminders

- Don't wait until something bad happens at your Center to implement safety and security protocols
- If your Center is for victims only, tell everyone. Post frequently asked questions on your website and develop brochures to educate the public.
- Make sure the court system is aware of your procedures. You do not want the court to refer defendants for legal assistance or counseling.
- Choose your emergency incident response team carefully.
- Staff will take your policies and procedures seriously if you do!
- When safety incidents occur, debrief immediately and take appropriate action.
- Have "fire drills"...make sure you practice with simulated incidents so that when a real incident with an abuser at your Center happens you are ready.



Chapter 9

Health Services and Forensic Medical Documentation



“Women suffer immeasurably from domestic violence. The health impacts are dramatic and often long lasting. Compassionate, professional, and holistic medical services are critical in meeting the needs of women and children. Such services can send the message of hope and healing and, in the process of treatment, help her understand her human rights and intrinsic value.”

Dr. Manal Tahtamaoui
Director of the Institute for Family Health
of the Noor Al-Husseini Foundation (Amman, Jordan)

How Do We Develop a Forensic Medical Unit



- Hire a doctor, nursing director, and office administrator who are passionate about stopping family violence.
- Hire carefully: Academic brilliance does not trump the critical importance of genuine kindness, peer respect, gracious behavior, strict confidentiality, and professional poise.
- Consider providing “scrubs” (uniforms) embroidered with “Forensic Medical Unit” for the nursing volunteers, in addition to the medical and nursing directors. Despite different volunteers working throughout the month, scrubs provide instant recognition to Center staff that the volunteer is with the FMU.
- “Patients,” not “clients,” are cared for in the FMU. Center client status resumes once their FMU evaluation is completed.
- FMU staff should attend meetings even if they do not appear to have direct bearing upon medical services. Knowledge of the inner workings of the Center’s various agencies proves invaluable to the FMU staff in consulting with patients.
- Kindly but firmly make clear to all FJC staff that patient privacy and comfort is paramount at all times and that **physical exams are never to be interrupted.**
- Share pertinent, up-to-date medical articles on family violence. Staying academically current leads to a solid sense of professional satisfaction and can lead to stimulating discussion on controversial and hot topics.

Medicine and Law Form a Unique Partnership

The Forensic Medical Unit (FMU) was one of the original partners in the San Diego Family Justice Center, complementing the whole range of intervention and prevention services being offered to domestic violence victims and their children. The idea was simple—to provide health services for victims and children while simultaneously evaluating, treating, and documenting injuries sustained in family violence cases for law enforcement purposes.

Actually launching the FMU, however, was not so simple. The development of a non-hospital-based FMU was a complex journey in San Diego. The journey unveiled important key steps in the evolution process that can point the way for other Centers in developing similar programs. One thing is clear: Comprehensive health services are crucial to victims of family violence and such services along with forensic documentation of injuries must be central to the development of a Family Justice Center.

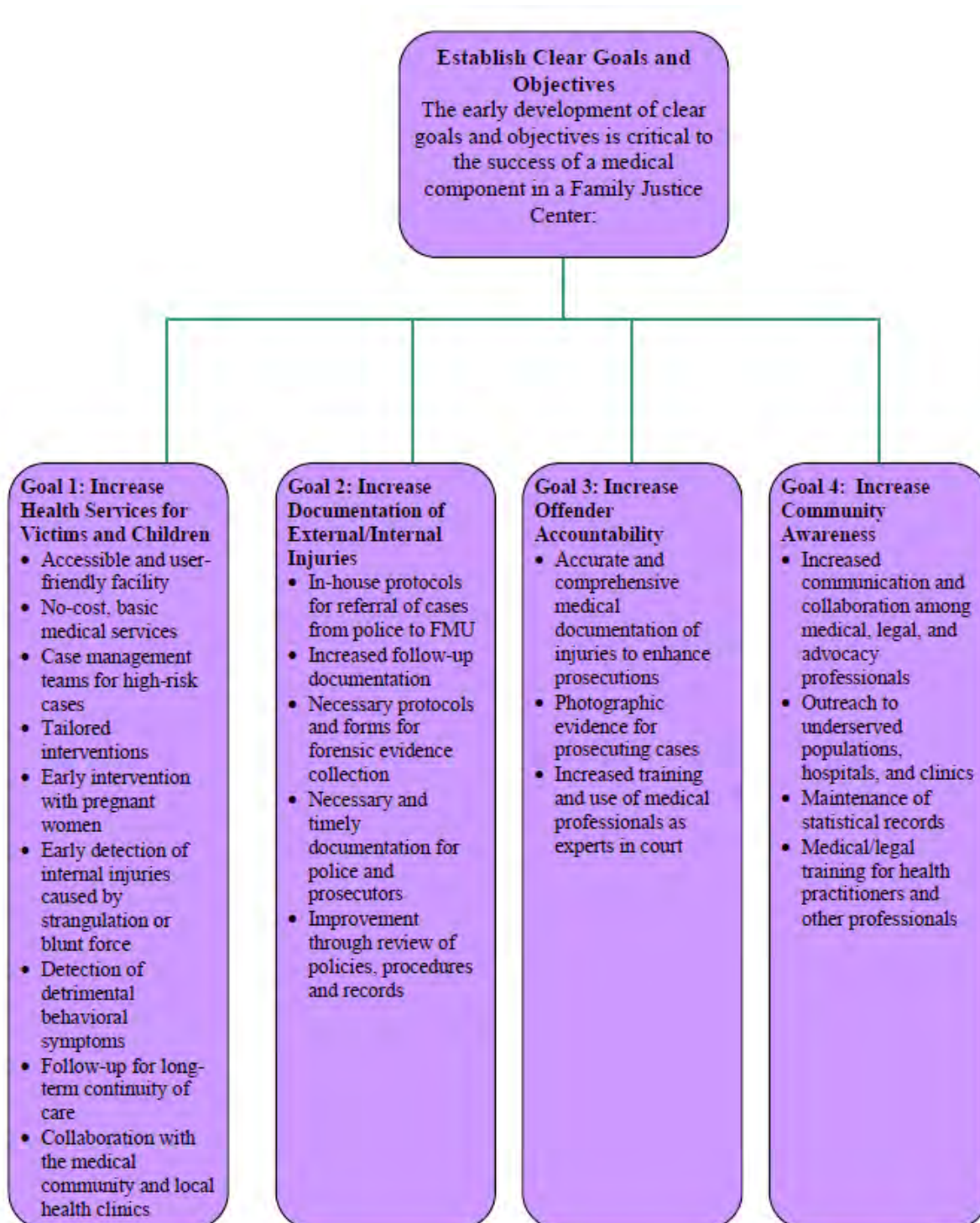
Nearly one-third of domestic violence incidents reported to law enforcement agencies involve injuries that should be examined and documented by medical personnel. These cases often also involve high-risk victims who are pregnant, adolescents, elderly, or disabled.

Many of these victims do not seek medical attention, and their injuries are not documented in any kind of sophisticated manner. Indeed, research now confirms that most traumatized battered women fail to disclose the abuse to physicians or seek medical treatment, even if they have reported their victimization to law enforcement agencies.

The Family Justice Center vision provides an opportunity to address these difficult realities. As medical needs have been identified with victims at Family Justice Centers around the world, the result has been not only improved health and safety outcomes for victims but an increase in the number of criminal convictions of abusers where injuries have been documented.

Meet Basic Health Needs of Women and Children

The first priority in developing a Center should be to ensure that the basic health needs of women and children are being met. Many developing Family Justice Centers around the world began by focusing on forensic medical documentation but soon discovered that the needs of victims are much broader than the documentation of injury desired by police or prosecution in order to seek a criminal conviction. The process which will lead to the best delivery of medical services and the best forensic medical documentation should include establishing clear goals and objectives and then creating a process to achieve those goals and objectives.



Determine the Scope of Services

Even with the existence of an FMU in a Center, patients with injuries requiring immediate medical attention must be referred to local hospitals if they have serious injuries. Police should immediately radio for hospital transport at the scene of a family violence incident if there is concern of significant injury. Likewise, an FMU located outside of a hospital should be prepared to provide immediate transport to an acute care facility whenever necessary.

Once such victims are released from the hospital setting, hospital staff can refer the patients back to the Center. The FMU can then provide expert documentation of their injuries, medical follow-up services, and any additional legal or social services required.

Clients can also be referred to the FMU by family protection detectives, Center community partners, and on-site intake specialists. Cases most commonly referred to the a Family Justice Center FMU involve family violence victims who are pregnant; who have been strangled; or who have obvious injuries, report abdominal or head trauma, or have sustained contusions, abrasions, minor lacerations, or sprains.

The FMU physical examination will often reveal pregnancy, old injuries or scars from prior violence, internal injuries, and mental and psychiatric symptoms. In addition, the FMU can interpret previous medical records made available by the patients' primary physicians, distinguish between offensive and defensive injuries on the patient, provide referrals for further medical care and evaluation, and provide expert testimony in cases when appropriate.

At times, clients disclose sexual assault that they may not have mentioned to a police investigator. Sexual assault exams can then be arranged.

Additional Services Provided by a Forensic Medical Unit:

Adult Wellness Checks	<ul style="list-style-type: none">• Domestic violence-related injuries• Chronic disabilities• Overall wellness• Substance abuse• Smoking• Prescription medication access and compliance• Psychosocial stressors• Diet/nutrition• Average hours of sleep• Exercise• Dental care• Eye care
Child Wellness Checks	<ul style="list-style-type: none">• All relevant services provided in the adult wellness check• Assessment of undisclosed physical injuries from abuse• Assurance that child has access to pediatrician• Assurance that immunizations are up to date• Emphasis on the importance of a healthful diet• Inquiry about home life conditions in terms of wellness
Senior Wellness Checks	<ul style="list-style-type: none">• All relevant services provided in the adult wellness check• Assessment of physical injuries from abuse and neglect• Assurance that senior has access to a physician• Emphasis on the importance of a healthful diet• Inquiry about home life conditions in terms of wellness

Expend the Effort to Provide Coordinated Services

Once the FMU is operational, weekly meetings between its staff and the Family Justice Center director are crucial. The director has an overview of the many agencies operating within the Center. Misunderstandings and tensions between agencies and the FMU can often be smoothed out or even rectified with the additional information available to the director.

Medical professionals want to see patients and not sit in meetings. Other activities such as long-range planning and inter-agency meetings may appear less honorable to the FMU staff than being in the trenches of their own operation. This is natural. Isolated silos of medical practice are the norm in the medical industry, but an FMU operating within the framework of a Family Justice Center is unique and must be regularly engaged in the day-to-day service delivery model with all center agencies in order to stay connected to the larger vision.

The availability of objective medical expertise can often save law enforcement professionals hours in putting together a case. The availability of an on-site medical exam for a center client will often lead to diagnose an undetected injury even if the client only came to the center seeking non-medical services. Medical units in Family Justice Centers have diagnosed concussions, broken bones, miscarriages, and a host of other injuries in patients who did not even realize the extent of their injuries when they came to the Center seeking other forms of help.

Furthermore, having willing medical staff available to testify in court regarding the nature of injuries sustained from intimate partner violence, sexual assault, or elder abuse dramatically improves outcomes for center investigators and prosecutors. In developing the FMU, however, protocols should address how coverage will be maintained when staff members are needed to testify in court.

Establish Academic Affiliations and Partners with Health Clinics

Affiliations with hospitals, health clinics, and medical schools, if available, should also be considered in the development of an FMU. Medical school faculty can be an integral part of the medical advisory board for a Center's FMU. The medical school can rotate family medicine residents through the Center to provide services or simply to gain a familiarity with the Center and its numerous resources. If a victim is brought into the FMU for evaluation, the medical school students can observe the examination and photographic techniques used by the staff as part of the patient's forensic documentation.

The training medical students receive in the FMU will assist them in their medical practices and make them much more aware of the resources available to their patients who may be battered. These new physicians will also alert their fellow colleagues and staff about the Center and its vision, spreading the word in an effective, grass-roots style.

Medical schools can be a powerful ally. Other allies can include emergency medical technician programs, schools of nursing, and even medical assistance training schools. Each of these programs can help elevate the community profile of the FMU and may also offer staffing assistance in the form of rotating students. In addition, local women's health clinics often have the most access to women experiencing family violence and abuse. In Jordan, the women's health clinic provides major "co-located" services to women seeking general health services including services in the event they have been physically or sexually abused. Such health clinics can be powerful partners in running the FMU in a Center or working closely with the FMU if it is operated separately.

Insights and Reminders

In developing an FMU, the following tips and insights may be helpful:

- Hire a doctor, nursing director, and office administrator who are passionate about stopping family violence.
- Hire carefully: Academic brilliance does not trump the critical importance of genuine kindness, peer respect, gracious behavior, strict confidentiality, and professional poise.
- Consider providing “scrubs” (uniforms) embroidered with “Forensic Medical Unit” for the nursing volunteers, in addition to the medical and nursing directors. Despite different volunteers working throughout the month, scrubs provide instant recognition to Center staff that the volunteer is with the FMU.
- FMU staff should attend meetings even if they do not appear to have direct bearing upon medical services. Knowledge of the inner workings of the Center’s various agencies proves invaluable to the FMU staff in consulting with patients. They can often refer them to other needed services after the patient receives needed medical assistance.
- Medical schools and nursing schools can be powerful partners in providing free medical services in an FMU at a Center as part of the medical training for the students.
- Kindly but firmly make clear to all FJC staff that patient privacy and comfort is paramount at all times and that physical exams are never to be interrupted.

Chapter 10

Client Services and Community Partners



“One of the most important ways that we must measure the value of our international community is by how effective we are in protecting and providing justice to the most vulnerable of our members. When women and girls are abused, preyed upon, or raped the international community cannot be silent or inactive. It is our responsibility to be their advocates.”

Secretary of State Condoleezza Rice
U.S. Department of State

How Do We Work With Community Partners?



- First, make sure the community partners always feel safe working at your Center
- Map out what you want your daily operation to look like in a strategic planning process and get input from all participating agencies
- Get input from survivors, current clients, and advocates experienced in delivering services to victims as you design the intake system
- Make sure staff has adequate training and oversight
- Consider launching a clinical advisory committee made up of therapists, licensed clinical social workers, psychologists, and community-based advocates to help you develop a clinical intern program, discuss protocols, and review high-risk cases
- Even if you must start by using volunteers to assist in the client intake process, move toward professional advocates as soon as possible
- Anticipate the difficulties of bringing together different organizational cultures and create procedures to address those challenges

Once a Center is planned, organized, and funded, the most critical focus must be on which partners will be on-site and what types of services the clients and their children will receive when they come to the Center.

Depending on their size of the Center, the population, demographics, available resources, history of services in the community, and level of collaboration, Centers will vary in the number of on-site partners and services that will be provided. Most Centers offer at least basic legal, criminal justice, social, and medical services for victims of domestic violence. Some Centers are now including services for victims of elder abuse, child abuse, and/or sexual assault. Whatever agencies come on-site, thought should be given to where those on-site professionals will be assigned to work and how that relates to the actual flow of clients through the Center. Their physical location should make the delivery of services easier for the victim, maximize access to professionals, and promote safety and confidentiality.

In San Diego, the on-site partners are spread out over four floors and nearly 40,000 square feet: the community services floor, the law enforcement floor, the prosecution floor, and the administration and prevention floor. But actual provision of services takes place on one floor—the community services floor. The clients and children simply go to one floor, and the professionals come to them.

The Community Services Floor Acts as the Hub

Everyone checks in on the second floor. The reception area (which is called the “porch”) has been designed and decorated to look like the front door of a home. It is warm and friendly, with a picket fence, nice wicker furniture, trees, flowers, and warm paintings. Other Centers, such as the Knoxville Family Justice Center have included wood paneling, lanterns, swings, and even artificial trees with their front porch. In the Middle East, cultural norms may call for a different approach but the focus should be on designing an entrance area that feels welcoming and safe for victims.

On the community services floor, there is a clear differentiation between the clients and the service professionals. Professionals who work at the Center wear identification badges and are provided access codes to enter the premises. Clients must go through a formal intake process. Identification badges must be worn at all times by clients, staff, and volunteers. Volunteers who work at the Center wear purple polo shirts embroidered with their names along with the Family Justice Center logo. Staff and clients can quickly recognize who is available to help throughout

the Center.

Any professional visiting the Center on business or seeking a tour is also provided with an ID badge. The badge is dated and has the Center's logo on it. By having everyone check in at one location, it is easier to coordinate services and promote safety.

Partners/Services on Community Services Floor



- Clinical screeners (advocates, therapists, and social workers)
- Volunteer case managers to help victims through the intake process
- Center for Community Solutions and the YWCA provide legal restraining order services
- Members of the clergy provide spiritual support
- San Diego Deaf Mental Services serves deaf and disabled clients
- Travelers Aid provides emergency and monthly transportation assistance
- San Diego Volunteer Lawyers Program provides court representation and immigration assistance
- Children's Hospital provides therapy and advocacy for battered women and children
- The Forensic Medical Unit provides forensic documentation of injuries and limited medical services to victims and their children
- The Crime Victims Fund provides immediate and emergency financial assistance to victims and assistance with financial independence
- Adult Protective Services provides assistance to victims of elder abuse and dependent adults
- District Attorney Victim Assistance Program provides an advocate for elder abuse clients
- Child Support Services provides assistance with child support payments

Completing an Intake Form

When clients first come to the Center, they are given an intake form to complete on the porch before possible entry. This form provides information about who they are and who is accompanying them to the center. It allows the information specialist (receptionist) to conduct an initial screening (See Chapter 8, "Safety and Security") in an effort to ensure only victims of family violence are allowed into a secure area and to ensure the safety of other clients and staff. A sample Family Justice Center Intake Form is provided on the following page.

The intake form also requests clients to sign a confidentiality agreement to ensure confidentiality of any information they may see or hear while at the Center.

The Dining Room

Once cleared for services, the client is provided with an ID badge with first name and the first initial of last name on it. Children are provided purple wrist bands with their mother's name (first name and initial of last name). The receptionist releases the security lock which allows visitors to enter the Center. The client, along with children and any support person, is then allowed into the "dining room" and is immediately greeted by either a hospitality worker or the volunteer case manager depending on staffing. After entering the dining room, snacks and food are made available, clients and their children are oriented to the children's room if needed, and clients then wait to meet with a case manager in order to begin accessing the partner agencies on the community services floor.

Other services providers are located on other floors at the Center, and come to the community services floor to meet with clients when requested. This includes police detectives, prosecutors, criminal justice system-based victim advocates, military liaison advocates (to assist victims when their partners are in the military), and a variety of other services. Additional partners of the Center may be off-site partners but come on an as-needed (on-call) basis when there is a special need of a client.

Sample Family Justice Center Intake Form

Your Information:

Name: Last: _____ First: _____ Middle: _____ DOB: _____ Gender: _____
Maiden Name: _____ Address: _____ City/ST: _____ Zip Code: _____
Safe phone number where we can contact you: Hm: _____ Cell: _____ Work: _____
Marital status: _____ Pregnant (circle one): Yes No Unknown
Ethnicity: _____ Primary Language: _____ Secondary Language: _____
Children (under 21): Age/Gender: _____ Are children onsite: Yes No
Military Affiliation: Yes No Service Branch: _____
Physical/Mental Limitations: Yes No If yes, describe: _____
Estimated Gross Family Income: under \$10,000 \$10,000-\$25,000 \$25,000-\$50,000 \$50,000-\$100,000
How did you find out about the Family Justice Center?: _____
Emergency Contact: Name: _____ Phone #: _____ Relationship: _____

Information about the person who hurt you:

Last Name: _____ First Name: _____ Relationship: _____ DOB: _____
Also known as: Last Name: _____ First Name: _____
Do you currently live with this person? Yes No

Who is here with you today? (List adults only)

Last Name: _____ First Name: _____ Relationship: _____ DOB: _____
Last Name: _____ First Name: _____ Relationship: _____ DOB: _____

Incident History:

1. Are you here regarding a domestic violence / elder abuse / family violence issue? Yes No
2. Is this your first time at the Family Justice Center? Yes No
3. Do you have an appointment with someone here? Yes with whom: _____ No
4. Have the police been called due to domestic violence or elder abuse? Yes No
5. Incident information: Date: _____ Location: _____ Case Number: _____
6. Have you been contacted by a police detective? Yes No
7. Do you need to talk to a detective? Yes No
8. Have you been arrested or charged with domestic violence or elder abuse within the last year? Yes No
9. Are you currently on probation for any criminal offense? Yes No
a. if yes, please explain: _____
10. Is there a restraining order / protective order / stay away order issued in this case? Yes No
a. Case Number: _____

Purpose of today's visit: _____

Consent

I consent to being contacted for purposes of conducting research, evaluation and/or to participate in a focus group in order to improve the services provided by the Family Justice Center

Family Justice Center Confidentiality Agreement:

For the safety and privacy of those using the services at Family Justice Center, I agree not to disclose to anyone the names, descriptions, or any information regarding any individual I may learn about at the Family Justice Center.

Consent: I consent to sharing my demographic information with the Family Justice Center's onsite community partners.

Signature _____ Date _____

Companion's Signature _____ Date _____

Source: Family Justice Center, <http://www.familyjusticecenter.org>.

Meeting with a Case Manager

In the dining room, the client is greeted by a volunteer case manager (wearing a purple shirt and a big smile), who offers something to eat or drink. The case manager makes sure there are no parking issues, provides a quick tour of the facilities (kitchen, computer/phone room, quiet room, bathrooms, and playroom for the children), conducts a quick intake questionnaire for demographic information, and provides an overview of the Family Justice Center process. The goal is to put the client at ease and make her comfortable with the process.

Meeting with a Clinical Screener

The next step is for the client to meet with an experienced clinical screener. The screener finds out why the client is at the Center, conducts a risk assessment using Dr. Jacqueline Campbell's danger assessment tool (available online at <http://www.dangerassessment.org>), discusses services and legal reporting mandates, and develops a service plan.

The screener also develops a follow-up plan, provides personalized safety planning, and explains and obtains consent to share information with partner agencies at the Center. Since all services are voluntary, it is up to the client to choose the partners and services she or he wants to utilize. The client selects from a list of available services while meeting with the clinical screener.

With the client's written permission, the demographic information and service plan are entered into an automated intake system. Services will be coordinated by the clinical screener, the volunteer case manager, and the automated intake system.

The client is escorted from partner to partner by the same volunteer case manager. The case manager ensures timely delivery of services and monitors the emotional and physical needs of the client and the children, if any, throughout the day.

Meeting with Staff from Family Justice Center Agencies

If a client requests to meet with a partner on another floor (such as a police detective, prosecutor, or criminal justice system advocate), the volunteer case manager notifies the detective, for example, that the client is waiting. The detective then comes down to the second floor to meet with the client in one of three private interview rooms called the *living room*, the *sitting room*, and the *family room*.

After the detective meets with the client, the client is escorted back to the dining room, and the volunteer case manager arranges the meeting with the next partner. The client then meets with successive agencies over a period of hours based on the needs of the client and the services requested. Child supervision is available throughout this process in the Children's Room. Partners often work as a team to coordinate services and avoid clients' having to repeat their stories over and over.

The volunteer case manager sits down with the client again after the final meeting to verify all services were provided, makes arrangements for any follow-up services, provides written information about the Center, provides phone numbers for specific partners, answers any questions, validates parking, and hands out an evaluation survey about the services (exit interview). Volunteer case managers conduct follow-up phone calls with the client throughout the year.

Based on client feedback received in daily exit interviews and monthly focus groups, this intake process and coordinated service delivery model is effective and empowering to clients. The results of over 15,000 exit interviews and focus groups with Center clients are reported in the original book documenting the success of the model, *Hope for Hurting Families: Creating Family Justice Centers Across America*.

Your Highest Priority is to Create a Smooth and Effortless Intake and Client Flow Process

As noted throughout this manual, the heart and soul of a Family Justice Center is providing coordinated, culturally appropriate services to clients. Experienced community-based domestic violence advocates, criminal justice professionals, social workers, and survivors should play a central role in helping a Center design this process in each community.

Each Center must find its own simple and efficient way to provide coordinated services to clients similar to the procedure described above. This starts with the intake system. It may be paper-based or automated using software that provides for case management services. One of the best places to go to evaluate models is a local shelter. Work with your local shelter advocates to determine how they conduct their intake process, what questions they ask, and what forms they use. Your local shelters are clearly the experts in working with victims in crisis and have likely perfected the intake and service delivery process. In some communities, shelters are now coordinating all the agencies working in a Family Justice Center because of their expertise and experience.

Survivors of domestic violence should be your primary advisors in designing the actual intake process. Survivors have the perspective of those most in need of the Center's assistance. Ongoing feedback through focus groups and exit interviews from clients helps to refine the intake form as the Center evolves.

The Check-in Process is Critical

Checking into a center should be a warm and friendly process. Special care should be taken in the selection of your receptionist as well as the decoration of your reception area. The manner in which a client is initially greeted is extraordinarily important in building confidence and setting the stage for the effective provision of services. A client may still be vacillating between taking that first step toward getting help or not. Fear and shame will tend to drive the victim away from your Center. Anything which makes it difficult to come forward or uncomfortable when a client arrives at a Center may send her or him right back out the door in minutes.

Every second at the Center should reassure your victim to stay and trust the professionals there. Clients can easily change their minds about seeking help. Make sure they are greeted with a friendly smile and a compassionate tone from the beginning of the process. The planning process in Jordan included questions listed below which all communities should consider in setting up your process.

Important Planning Questions

- What will your reception area look like?
- How will your receptionist greet the client?
- What forms will be used?
- What information and brochures will be available in the reception area?
- How will you greet clients who are deaf or may not speak Arabic?
- How will you determine if someone cannot read your forms?
- What screening process will you use to verify the client is a victim and not the defendant?
- What will you do if both the victim and the defendant come in together?
- Where will clients wait?
- Where will children wait?
- What will your children's waiting room look like?
- Where will your bathrooms be located—will they be within a secure area?
- How will you coordinate services?
- How will you coordinate access to interpreters?
- How will clients receive services? Will the community partners go to the client or will the clients go to the partners?
- How will you keep track of time and ensure that no one forgets about the client?
- How will you handle returning clients?
- How will elders or people with disabilities be routed through the Center?
- Will you have a fast-track procedure for returning clients?
- Will you conduct risk assessments and safety planning?
- Will you develop a complete service plan for each client?
- Will you have a follow-up process?
- Will you have a special procedure for high-profile clients?
- Will you have a procedure for high-risk clients once you determine they are at high risk for future violence?

Source: Family Justice Center, <http://www.familyjusticecenter.org>.

In San Diego, the initial routing of clients in 2002 was done by hand. An intake specialist carried a clipboard from agency to agency when the client was ready for services. The intake form was posted on a clipboard and placed on the door of the next available community partner agency office. The staff person would then know that a client was waiting to receive services. Later, the Center developed an automated intake system that electronically routes the information to each service provider.

Many Centers start out using a paper system but quickly realize that an automated system is needed because of the number of clients. The use of an intake management system helps clients receive services in an orderly flow as they travel from community partner to community partner.

Volunteers assigned to the Center should be properly trained on how to use this system to move clients efficiently to service providers. The volunteer assigned as the routing coordinator works much like an air traffic controller to accomplish an efficient and proper flow.

While each Center will study how its system works best, it is recommended that the initial system be as simple as possible. Be aware that the system may change several times before you develop one that satisfies your needs. Be careful to allow a sufficient amount of time to assess the progress of your system before making changes.

The commitment to a client-centered approach must be constantly reiterated. Large bureaucratic organizations tend to drift toward *staff-centered* service approaches over time. Don't let it happen! At every juncture, make sure the focus of the service delivery model is responsiveness to the clients and not the staff of the center.

Be Aware of Confidentiality Issues

Clients should be assured in advance that their case and the services they receive while at the Center will remain confidential. Partners and staff work together in a concerted effort to ensure client confidentiality is maintained by each agency providing services. Clients are usually willing to consent to have their information shared among agencies when they realize that everyone is trying to help them. When the client feels safe and is wrapped in services, confidentiality concerns and the sharing of information are not major issues.

Since the opening of the San Diego Family Justice Center, only a handful of clients have declined to sign a consent form to authorize the sharing of information between agencies for the benefit of the client being served. Most other Centers around the world have had this same experience.

Confidential conversations between staff and clients should never occur in any public location at the Center. Oftentimes a simple question-and-answer communication in a hallway can quickly turn into a longer discussion of the specific issues involving the client. On-site staff should be regularly reminded to share confidential information only in a confidential setting. The issue of confidentiality should be part of regular discussions among staff.

Build a Working Relationship with Your Community Partners

Family Justice Centers have many moving parts. Making a Center work well depends on strong leadership, clear roles and responsibilities, the ability of your on-site partners to work well together and resolve conflicts, an operations manual that is taken seriously by everyone, and, finally, an honest and open line of communication at all times and at all levels.

Accept this as a fact: *Going from a vision, to a plan, to implementation will be fraught with frustrations, challenges, and barriers.* The key to success is communication!

The operation of the Center is an evolving process. People of varied backgrounds and talents coming together for a common purpose will have challenges, but the struggles are worth the result: *effective help for hurting families.* **Often communication is one of the most powerful antidotes to poor relationships in the newly evolving culture. You must develop a sound and consistent internal communications plan for your center.**

Many Centers have found that developing an internal communication plan promotes collaboration among the partner agencies. The list of ways to enhance internal communication includes effective approaches:

- Daily meetings (no more than 15 minutes) with on-site partners, staff and volunteer just to recap what worked and what didn't work the prior day
- Weekly site committee meetings to spend more time working through issues identified in the daily meetings. Take minutes and circulate those minutes to everyone on-site
- Monthly community partners' meetings to discuss policies and procedures, provide updates, share information about on-site partners, showcase a different community partner each month, and remind everyone about upcoming events
- Monthly brown-bag training opportunities for staff
- Monthly and quarterly strategic planning meetings to build acceptance and understanding of the center's strategic plan (see Chapter 7, "Strategic Planning), as well as to update the plan as experience is accumulated and anticipated needs change
- Quarterly staff appreciation meetings to honor staff and volunteers for their hard work and extraordinary efforts
- Monthly newsletters to share information and accomplishments about all the partners, related local and national events, upcoming events at the center, new staff members, and staff changes
- Invitations to community partners to attend monthly volunteer meetings and provide an update about their programs to the volunteers
- Group e-mails for on- and off-site partners
- A Web site with a separate page for each on-site partner

Provide many opportunities for the community partners to interact with each other, work together, jointly solve problems, and support each others' agencies. When the partners at a Center can maintain good working relationships, the clients benefit. When there is friction among staff, the clients know it—and it detracts from the quality of services they need. If good working relationships are maintained, communication is promoted, and everyone stays focused on asking the clients what they need and then providing it, the Family Justice Center will truly give hope to hurting families and help break the cycle of family violence.

Insights and Reminders

- No matter what, make client and staff safety the highest priorities of the Center
- Embrace change! After you open your Center, you will need to make changes constantly to make sure the Center is always responsive to the needs of the clients and the feedback they provide to the staff on a regular basis
- Anticipate the difficulties of bringing together different organizational cultures
- Get input from survivors, current clients, and advocates experienced in delivering services to victims as you design the intake system and keep asking them for input as you are serving them
- Make sure staff has adequate training and oversight
- Consider launching a clinical advisory committee made up of therapists, licensed clinical social workers, psychologists, and community-based advocates to help you develop a clinical intern program, discuss protocols, and review high-risk cases
- Even if you must start by using volunteers to assist in the client intake process, move toward professional advocates as soon as possible
- You can never communicate with your staff and volunteers too much!

EDUCATE
PUBLIC
ON
SERVICES

STANDARDIZE
AND
APPROVE
TRAINING
PROGRAMS

EXPAND
CAPACITY
OF SYSTEM
BASED ON
NEED

PLAN A
FAMILY
JUSTICE
CENTER

ESTABLISH
MEMBERSHIP

ESTABLISH
POLICIES
AND
PROCEDURES
PRIORITIES

IMPROVE
LEGAL
SYSTEM

Chapter II

Lessons Learned



“...Do treat your women well and be kind to them for they are your partners.”

The Prophet Muhammad, 632 CE

Stay Focused on the Vision



As the National Family Justice Center Alliance expands its training and technical assistance role with other communities both in the U.S. and in other countries, the most important lesson learned in the first years of operation of the San Diego center is very clear.

First, stay focused in pursuing the vision, the mission, and your commitment to one another. Don't take *no* for an answer. When one door closes, keep looking for more doors. Work through problems as soon as they surface, whether between individuals or among agencies.

The vision for Family Justice Centers is simple and straightforward. It is not creating a bureaucracy. It is not hiring many new employees. It is simply taking existing personnel and co-locating them in order to better meet the needs of family violence victims and their children. But it is not so simple! Developing a center is like developing a healthy, committed relationship. It is hard work and often difficult and challenging.

Agencies are committing themselves to each other. Individuals are committing themselves to each other. And, that sometimes requires blood, sweat, and tears! It is about:

- Mutual respect and self-sacrifice
- Agencies surrendering some of their rights to support the rights of others
- Communicating when problems start to develop
- Mutual respect and support

In order, therefore, to develop and maintain a healthy center, each community partner has to stay focused. It is so easy to:

- Get off track
- Give up along the way
- Focus on things that don't matter when it comes to making the vision a reality

The first major lesson learned in San Diego was to *stay focused on the vision, no matter what the obstacle*. Don't let distractions deter you. Don't let side issues keep you from the mission of opening the Center and then getting everyone pulling in the same direction to make it a success.

Be Persistent in Overcoming Obstacles

The second major lesson learned was to be “**overcomers**.” Be persistent in overcoming the obstacles listed here:

- Ownership issues between agencies, departments, and organizations will rise up and cause problems
- Other good causes and competing priorities will vie for the funding support and the attention of government officials, leaders, and policy makers
- Personality conflicts will develop among those involved in the planning process, those housed at the Center, and even among policy makers, supportive business leaders, and public officials involved with the initiative
- Detractors will emerge. Strong opponents of the Center or opponents of certain agencies at the Center will come forward
- The collaborative team must stick together even when tensions rise. The commitment to overcoming the barriers or the challenges must be greater than the barriers or challenges!

Ownership issues in San Diego and at many other Family Justice Center sites around the world have included agencies threatened by the fundraising efforts of the Center; politicians vying for credit who don't want to share the

spotlight; tensions among various government departments and officials; and disputes between agencies within the Center who don't want to interact regularly with other agencies. Conflict resolution strategies have had to be employed. Mediation efforts have been critical.

Beyond turf issues, competing priorities are a constant threat. There is never enough money or resources for all the pressing needs. There are so many other projects vying for funding. The challenge is to keep your Center's vision in the forefront of the minds of government officials and policy makers.

Another challenge is to institutionalize funding for the effort through government, reimbursable programs and an organized grants strategy. Government funding, however, should top the list. The Family Justice Center vision is about public safety and the health of families in our communities and countries. It can and must be one of the highest priorities of the government.

Every Family Justice Center must become a core service in the community it serves, or it will live only as long as the government or private foundation grant that helped give it birth. If the vision is going to become core to the work of stopping family violence in our cultures, it must be institutionalized into the fabric of government and non-government based funding mechanisms.

Personality conflicts will become an obstacle to a healthy marriage between agencies. People working together in a high-stress, life-and-death environment will get on one another's nerves. Activities will develop that offend police officers or prosecutors at the Center. Advocates may be threatened by certain approaches used by law enforcement. This is inevitable.

The only way to deal with such issues is to address them openly and honestly. If the people impacted cannot address them one-on-one or group-to-group, then a facilitator or mediator may be necessary. Don't wait until little problems add up to big problems before you fix them.

The last major barrier to be faced by *overcomers* is usually from the detractors. Detractors may be agencies who oppose the Center concept. Detractors must be identified and your Center must be able to move forward without their support. Agencies that are committed to the vision must also decide to stand together even if powerful opponents arise. Opposition from some judges or elected officials, from special interest groups, or from certain business leaders or policy makers, however, will arise. Plan for it, anticipate it, and then deal with it...TOGETHER.

Keep Looking for Allies and Adding Partners

Even after a Center starts, new organizations may want to join the vision. It is important that a Center keep growing and expanding so new partners should always be welcomed. Some agencies or organizations that do not support the vision of a Family Justice Center at the beginning may change their mind as the Center expands and becomes more visible. This is a very positive development and should create new opportunities to add more services at a Center to help victims and their children.

No community should aspire to open a center and then just *maintain*. The center will fail. The strong emphasis in this manual on strategic planning is a reminder of the lesson learned. The journey continues from opening day to the first year of operation to the ongoing work of the center. The work of the center must be fluid, not static. Learning this lesson early will ensure a long-term commitment to strategic planning, adaptation, growth, change, and adjustment as your center moves forward.

Always Keep Growing, Learning, and Developing

Throughout this manual, the theme has been repeated that a Family Justice Center becomes a living organism. To remain healthy, most living things must grow and change. This is true for Family Justice Centers. Accordingly, any community moving forward toward a Center or in the process of opening a Center must realize that change will be constant.

To succeed, a Center must listen to advocates and survivors. The heart of effective coordinated community response in dealing with family violence is the leadership of community-based advocates.

System professionals, no matter how well intentioned, can never be truly successful in family violence prevention and intervention work unless they remain connected and accountable to advocacy and shelter organizations.

Advocates will help keep confidentiality and victim safety concerns front and center. Survivors of family violence will help each Center to focus on what services were most helpful and what services could be improved.

In Jordan, focus groups have helped lead the way for knowing what kinds of services are critical in their Centers. The *listening* lesson should be burned into the hearts and minds of every person and agency working to develop or maintain a Center.

The vision of every Family Justice Center should be to do it right the first time! Keep your standards high. Family violence victims and their children deserve your strongest advocacy when it comes to top-notch programs, high-quality resources, and welcoming facilities. And if you make mistakes during the planning or implementation process...admit them, learn from them, and keep moving forward.

Insights and Reminders

Examine yourself in the light of these insights regularly:

- Create regular communication venues for all community partners
- Admit when you make mistakes
- Talk openly about your mistakes
- Celebrate your successes often with on-site and off-site partners
- Make public outreach and raising public awareness about the Center a constant and regular activity
- Keep recruiting more supporters no matter how many supporters you have when you first begin
- Keep a list of all endorsers, donors, funders, and supporters
- Make sure the on-site staff plays together instead of only working together
- Treat the victims as *clients* and start referring to them as clients whenever possible
- Regularly identify new ways to get feedback from clients

Chapter 12

A Case Study:

Jordan Lessons Learned from the Jordanian Experience



Plan Together



The initiative to create a co-located center in Jordan started after several partners in the field of family protection were introduced to the work of the Family Justice Center Alliance. Jordan was ready for this type of initiative, with the infrastructure to start a similar model that brings together service providers under one roof based on the San Diego Family Justice Center model was available. With the added support of Her Majesty Queen Rania Al-Abdallah, and the interest of organizations to provide the best services for victims of family abuse, the initiative took off.

The project began with a strategic planning workshop that brought together donors and representatives from government, non-government and private sectors to discuss current systems that provide services to victims of family violence, introduce the Family Justice Center (FJC) model co-location, and to develop a strategic plan with short and long term objectives.

Get Buy-in

Since the FJC model is based on providing services from different organizations under one roof, the main element of success was to earn buy-in from stakeholders and partnerships. During the past 10 years, organizations in Jordan have learned to collaborate while operating as separate entities. We had to shift everyone's thinking from focusing on the organization to focusing solely on the victim. Eventually, after several workshops and activities, we gained buy-in of key stakeholders and were able to move forward and experiment with the new approach of co-located services.

Engagement and inclusiveness of all stakeholders throughout the process was absolutely essential in order to overcome the initial perceived threat that the new approach would replace the roles of current organizations.

While explaining that the approach was not owned by any organization, especially the selected pilot locations, it was important to make it clear to all stakeholders that this approach can be adopted by any organization providing services for victims of violence in any community.

- In summary, in order to get buy in from all stakeholders in Jordan, it was necessary to meet with potential stakeholders and to introduce them to this new approach of providing services under one roof.
- In addition, having the support of Her Majesty Queen Rania Al-Abdullah helped move the process forward and gain further buy-in from the community based organizations.
- To get this buy-in, it was helpful to have representatives from Jordanian organizations and ministries travel to the United States and visit several co-located centers firsthand. Visiting U.S. government and non-governmental organizations in Washington, DC, New York and San Diego, gave each representative knowledge and experience of the U.S. best practices in the field.
- Representatives also attended and participated in the 8th and 9th Annual San Diego International Family Justice Center Conference. In return, the team that participated became advocates for the co-located centers project – acting as ambassadors determined to make this model happen in Jordan.

Supporting Environment

- Availability of funds to start up the process was essential, the MEPI funds secured by Vital Voices to initiate the idea and provide the technical assistance were very important for the Jordanian partners.
- Learning from the experts was very important as well. The Family Justice Center Alliance provided technical assistance and support throughout the period of the project in different formats: site visits, training workshops, conference calls and webinars.
- To facilitate the process, Vital Voices contracted Mahara: Professional Consultancies in Development to execute and manage the project. Mahara has been responsible for all logistical and administrative tasks to ensure the participation of all organizations. Mahara was also tasked with planning various workshops and

meetings to ensure continuity of the project. To prepare for meetings, Mahara would compile a list of all organizations and points of contact, send invitations, follow-up on participation response to the invitation to workshops and trainings, and would distribute minutes and reports to all participants. Mahara's support to the organizations enabled them to focus on the core competencies of creating a co-located model.

- The participation of a government organization that has the authority, at a national level, to support this project or initiative (the new way of offering services to victims of abuse) is just as important. This is important because a government organization has the capacity to make decisions that can influence policy. It also has the authority to contact and coordinate with various organizations to implement the project, thus ensuring its sustainability. In Jordan, the Ministry of Social Development played this role.

Identify Strengths and Gaps in the Current Service Delivery System from Professionals and Beneficiaries

- To identify the gaps in the current service delivery system in Jordan, a special workshop was organized and conducted by Mahara that brought together professionals in the field of domestic violence to map all current services provided, the geographic distribution of the services, and to evaluate whether the current system was working for the benefit of the victims.
- The outcome of the workshop helped emphasize the need to have a co-located center, which would lessen the burden on victims from going from one location to the other to reach services.
- This process was very beneficial as a networking opportunity for all service providers in Jordan. It strengthened the buy-in, and shed light on what each organization does and how they can work together.
- It was also important to identify the types of services the victims would want in a comprehensive co-located center, since they are the ones who will be visiting and benefiting from it. For that, Mahara developed a questionnaire to evaluate the needs of the victim (using suggestions from the Family Justice Center Alliance's book, "Hope for Hurting Families"), and shared it with various NGOs and organizations that provide services to women and children. In return, each organization held internal 'focus groups' to hear firsthand accounts from the victims of what they would want. Many victims responded that they would want to have legal services, children's play area, and money for transportation assistance, among other services.

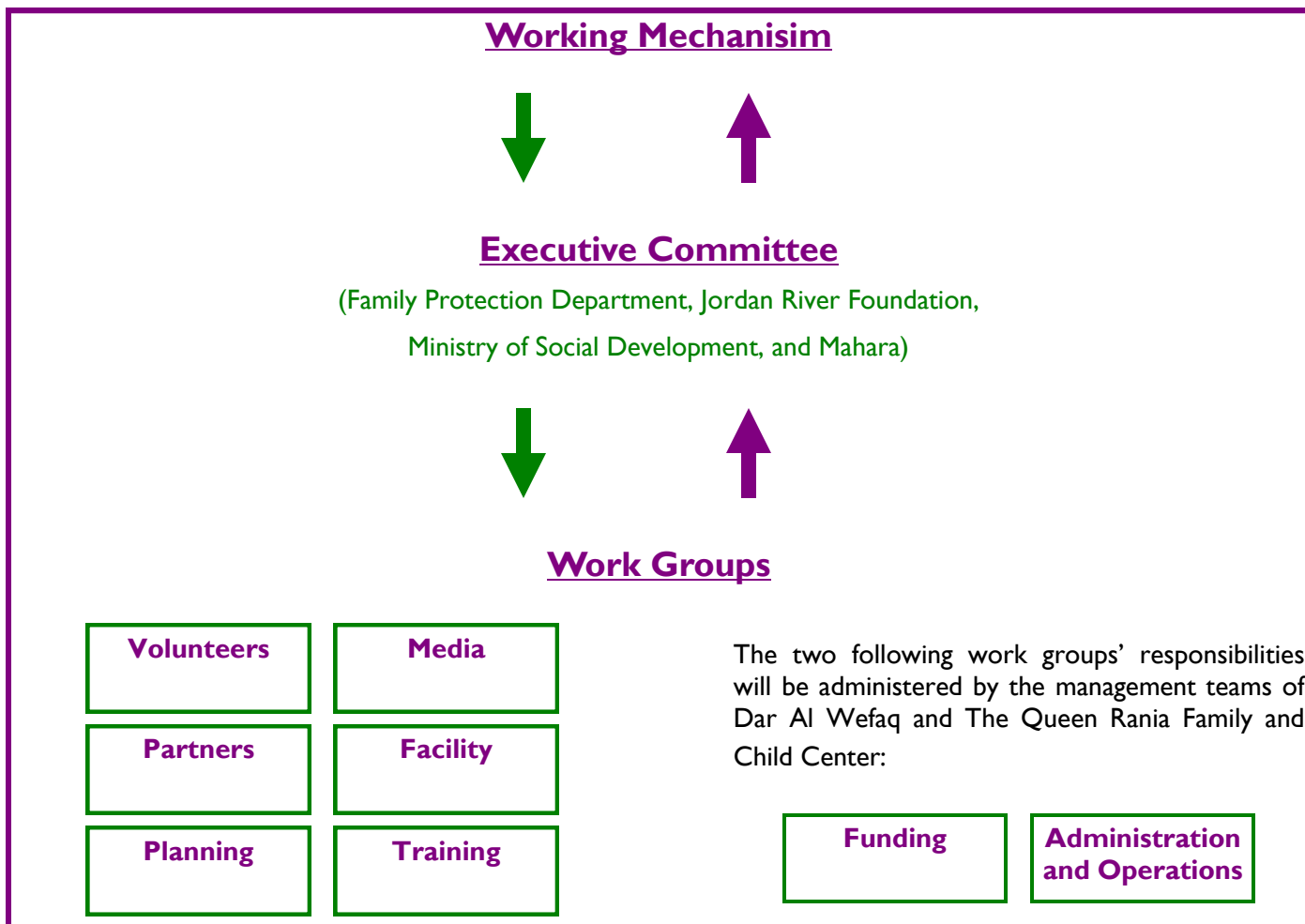
Choose the Location for the Pilot Project

- During the strategic planning process, it was agreed upon that Jordan would start with a pilot center to examine the co-located model, experiment with it, and work to create a center in the coming 5 years. Choosing the location was a big challenge, as it was important to have a consensus from a majority of the stakeholders on the choice of the location.
- In order to make an un-biased decision when choosing the best location (or organization) for the co-located center, it was important to engage all stakeholders in the process and have everyone express their ideas and opinions.
- In addition, *technical and steering committees* (organized by the leading organization, which for Jordan was the Ministry of Social Development) were created to help bring people with various backgrounds and experiences to the table to solve obstacles and to evaluate decisions.
- The technical committee met numerous times to decide on the best existing location to start the pilot center of a co-located center.
- Each of the selected locations identified the priority services that they would want to be hosted at their pilot centers at the start of their operation.

Complete the Work to Start the Operations

To support the management teams of the two selected locations to operate as co-located services models, a work plan was developed using a participatory approach that engaged all stakeholders. The working mechanism to implement the work plans were also suggested and agreed upon by the stakeholders.

Below is what was agreed upon during a workshop that was held at one of the pilot centers (Dar Al Wefaq in October 2008):



The Work Group representatives are individuals from different service providing organizations in Jordan who volunteered to be on these working groups. They plan to meet every 2 weeks (or as needed). The management teams at each center would then review the plans produced by the teams and make the final decision.

In summary:

- To ease the flow of work and decision making on the location of the pilot centers, two committees were formed. A steering committee and a technical committee.
- The work of the steering committee fell under the Ministry of Social Development. It was in charge of making the final decisions on important issues such as the location of the center, services to be added, and acquiring funding. The committee was comprised of high level officials from government institutions and NGOs.
- On the other hand, the technical committee was in charge of researching and studying the issues, coming up with ideas and solutions, and the proposing the final decisions and ideas to the steering committee in order for the steering committee to take the final decision. After the location of the pilot centers was decided upon, the

role of the technical committee subsided.

- Additionally, after the locations were chosen, an 'executive committee' was formed comprised of the directors of the two centers and the directors of the organizations that will be co-located at the pilot centers. This committee started off with the Director of Dar Al Wefaq and Queen Rania Family and Child Center and the Director of the Public Security – Family Protection Directorate, but will eventually expand as other service providing organizations join.

Maintain the Flow of Work and Engage Stakeholders

- The management teams of the two pilot centers reached out to donors and to the private sector to support their new initiative. They both successfully managed to secure funds for their pilot centers.
- Prior to hosting new service providers, the management teams of both pilot centers developed Memorandums of Understanding (MOUs) with each on-site organization in order to clarify roles, responsibilities, and expectations.
- During a training workshop on what strategically needs to be done to start operating the centers, participants from service providing organizations decided to divide the tasks, such as training, volunteerism, and managements, into workgroups. All participants volunteered to be members of these groups.
- To ensure communication among organizations, an official letter was sent to all the directors of these organizations. This letter clarified the role of the organization and of participant in the working group and in the co-located center, and the need for their presence at all trainings.

Keep Enthusiasm and Interest High

- In the time leading up to the opening of the two centers, Mahara had to maintain support and keep participants aware of the project developments.
- Consistent emails, phone calls and faxes were sent to all stakeholders about the project. Every summary report that was written after each workshop was distributed to all stakeholders to keep them in the loop and keep the momentum of the project.
- The management teams at both centers, made special efforts to keep up the coordination and communication with all partners, both on-site and offsite, to ensure buy-in and continuity of work.

Technical Assistance and Guidance

- The technical assistance that was provided by the FJC Alliance was essential and highly valuable all throughout the planning process in Jordan. It helped guide and support the Jordanians throughout all stages of the project.
- The partnership between Vital Voices, the FJC, and Mahara (the local partner) ensured the identification of local needs, adaptation to the local community and sensitivity to local culture.

Operating and Managing the Centers

- In order for the two centers to start their operations, they had to redesign the centers layout in terms of space to accommodate for the new partners on board. Some organizations had specific requirements that they needed (for example the Ministry of Health required a room with windows, blue walls and ceiling, and specific flooring), so the centers had to make these necessary arrangements to host new partners.
- They also had to adjust their management structure to be able to direct and manage the work of all partners so that everything runs smoothly and everyone is comfortable and productive.
- The Pilot Centers had to raise funds to purchase all the necessary equipment (computers, desks, chairs, and children's play ground among other supplies).
- In addition, they had to follow-up with all organizations to make sure that they sign the MOUs and agree to all the terms of the partnership.



Chapter 13

Procedures and Steps

How the Family Justice Center Model Came to Life in Jordan



In the summer of 2006, the Vital Voices Global Partnership (VVGP) team visited Jordan to plan a project that involves the private sector in issues related to family protection. VV contracted Mahara Professional Consultancies in Development to be their local consultants and advisors to assist in planning and executing the initial stages of this new project according to Jordanian needs. After the American (VV) and Jordanian (Mahara) teams met with various members from the public, NGO, and private sectors in Jordan, they created the idea of a yearlong project to encourage public-private partnerships.

February 2007



The first activity of this project was a symposium entitled “Building Public-Private Partnerships to Enhance Social and Economic Progress in Jordan and Beyond,” which was held from February 6-8, 2007, under the patronage of HRH Queen Rania Al-Abdullah. It was designed to inform, encourage, and inspire cross-sector collaborations -- public-private partnerships -- by highlighting successful local, regional and international models that address social and economic issues. Jordanian business leaders, along with their counterparts from the USA, UK and the region, and key community and government representatives discussed effective practices and showcased successful campaigns that have benefited business, while simultaneously advancing social progress.

Approximately 45-50 participants, 30 of whom were Jordanians, attended the symposium. Most representatives came from the business community, joined by others from the NGO and government sectors.

Among the panelists was Mr. Casey Gwinn, CEO of the Family Justice Center Foundation. He discussed the success story of the San Diego Family Justice Center in the United States, highlighting the ways in which the public, private and government sectors can collaborate to benefit the society.

“The San Diego Family Justice Center is the co-location of a multi-disciplinary team of professionals who work together, under one roof, to provide coordinated services to victims of family violence. While a Family Justice Center may house many partners, the basic partners include police officers, prosecutors, and community-based advocates. The core concept is to provide one place where victims can go to talk to an advocate, plan for their safety, interview with a police officer, meet with a prosecutor, receive medical assistance, receive information on shelter, and get help with transportation.

The Family Justice Center approach is based on the San Diego model (www.familyjusticecenter.org) which opened in 2002. The Family Justice Center model has been identified as a best practice in the field of domestic violence intervention and prevention services by the United States Department of Justice. The documented and published outcomes in the Family Justice Center model have included: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency and coordination among service providers; and reduced recantation and minimization by victims when wrapped in services and support. (See Casey Gwinn, Gael Strack, *Hope for Hurting Families: Creating Family Justice Centers Across America* (Volcano Press 2006)).”

Jordanian participants were blown away by the San Diego Family Justice Center model. They were eager to meet Mr. Gwinn and learn from his experience.

April 2007

As an outcome of the symposium, in April 2007 the formation of the Jordanian Forum for Public Private Partnerships launched the second phase of this project. Approximately fifty six representatives from the public, non-governmental and private sectors joined the Forum.

Members met regularly to hold capacity-building workshops and meetings to discuss issues and topics pertinent to the three sectors in order to bridge the gap among them and enhance future partnerships. Additionally, the Forum included site visits at various NGOs that allowed participants to receive hands on experience with a variety of projects occurring in Jordan.

June 2007

In order for the symposium participants and Forum members to learn more about the Family Justice Center model, the first activities of the Forum included:

- An interactive workshop training on “*Partnering with the Private Sector*” that took place in June 2007 at the Radisson SAS hotel. Mr. Timothy Campen, deputy district attorney and member of the Family Justice Center team in San Diego, led the training and provided practical skills as well as examples on building cross sector partnerships.
- Mr. Campen offered free consultation and information about the FJC model with the National Council for Family Affairs, the Noor Hussein Foundation, and the Jordan River Foundation.

During his visit to Jordan, Mr. Campen kindly shared two books by Gael Strack and Casey Gwinn with Mahara Professional Consultancies in Development: *Hope for Hurting Families - Creating Family Justice Centers across America* and *How to Start a Family Justice Center in Your Community*.

November 2007

During the third phase of this project, a regional conference entitled “Leveraging Corporate-Community Partnerships to Support Women’s Progress” was held from November 3-4, 2007 in Amman, Jordan, under the patronage of her Majesty Queen Rania Al-Abdullah. Many managers who are responsible for designing and implementing corporate-community partnerships attended.

The conference highlighted the work of the Jordanian Forum for Public-Private Partnerships. It featured effective public-private partnership models from the MENA region, including Bahrain and the United Arab Emirates. Plenary discussions consisted of speeches and case studies about corporate social responsibility (CSR) from leaders in the region. Practical, hands-on training and opportunities for networking and sharing experiences across sectors augmented the discussions.

Training focused on areas such as working with governments for social change, creating strategic CSR plans, communicating your CSR work, and measuring social impact. Leaders in the field from the United States and Jordan led these trainings.

Again, due to the high demand and request from Forum members to learn more about the success story of the FJC model, Mr. Campen and Ms. Gael Strack, Executive Director, National/International Family Justice Center Alliance, directed a training to explain the process of creating workable partnerships. They answered several questions crucial to this process, such as: What does an agreement between government, business, and/or NGOs look like? What are the steps to reach this agreement? What are the ways that a partnership can be managed on a daily basis? And, finally, what will work for you?

At this conference, Mr. Campen and Ms. Strack, along with Ms. Melanne Verveer, Chair and Co-CEO of Vital Voices Global Partnership, met with Her Majesty Queen Rania Al-Abdullah and discussed the FJC model and how to replicate it in Jordan. Her Majesty conveyed great interest and expressed the urgency to work on this project to bring together all the service providers.

With the support of Her Majesty, Mahara Professional Consultancies in Development, Vital Voices and the Family Justice Center team prepared to initiate this project. It was important for the FJC team to meet with various representatives in Jordan to acquire background knowledge of which services are provided and how they are handled. In order that the USA team (VV and FJC) may observe these services, Mahara Professional Consultancies in Development arranged for them to meet with various personnel from the NGO and government sectors that work in the family protection domain.

The team met with the following individuals:

Judge Mohammed Tarawneh from the Ministry of Justice,
Colonel Fadel Hmoud of the Family Protection Department at the Public Security,
Mr. Mohammed Meqdady of the National Council for Family Affairs,
Ms. Amal Azzam of the Dar Al-Wefaq Women Shelter,
Ms. Eva Halaweh from The Mizan Law Firm,
Ms. Asma Khader, Director of the Jordan National Commission on Women,
Dr. Momen Hadidi and Dr. Isra'a Tawalbeh from the National Institute for Forensic Medicine,
Ms. Hana Shahin from the Nour Hussein Foundation, and
Ms Huda Hakki from Jordanian Hasehemite Fund for Human Development (JOHUD).

After these meetings in November, the Family Justice team and VVGP left with a better understanding of the current situation in Jordan, and returned to the States equipped with feedback and suggestions for the next steps towards the establishment of a Center in Jordan.

January 2008

Upon returning to the US, the FJC team developed a “Technical Assistance” Proposal with their recommendations on how to proceed with this project and sent it to the Middle East Partnership Initiative (MEPI) to acquire additional funding.

Through the assistance of Vital Voices Global Partnership, additional funding was acquired from MEPI to support the project. The overall objective of the “Family Justice Center Technical Assistance Project” was to facilitate and support the planning and establishment of a Center in Jordan with technical assistance for the Jordanian Stakeholders.

Specific objectives of this proposal included:

- Transfer knowledge and expertise from the US Partners to the Jordanian Stakeholders.
- Provide feedback and recommendations during the course of the agreement.
- Develop tools to guide the planning process and the establishment of the Center in Jordan.
- Pilot this strategic planning process for opening a Center in Jordan as a model for the entire Middle East.

Proposed activities of the “FJC Technical Assistant Project” included:

- An on-site two-day strategic planning in February 2008. The February 2008 Strategic Planning event would focus on: establishing an operational Steering Committee to guide the planning and implementation process for a Center; developing a clear vision for Jordan, with an awareness of the appropriate components of and barriers against the vision; creating a critical path to open the Center; setting up work groups to focus on service delivery areas in the Center; and organizing the financial process to fund and operate the Center.
- The identification of three to five representatives from the Jordanian Steering Committee to participate in a US study tour in April 2008 (costs would be covered by Vital Voices-MEPI). Other representatives from the Jordanian Stakeholders could join the US study tour at their own expense.
- This study tour of selected members from the Jordanian Steering committee would include attendance of the International FJC conference in San Diego from April 22-24, 2008 as well as site visits to similar co-located service delivery models in the U.S (subject to funding).
- Identification of training needs during the February planning session in Jordan and the development of a joint training proposal for additional training (subject to funding and scheduling as determined by the partners and stakeholders).
- The National Family Justice Center Alliance (NFJCA) team was proposed to return to Jordan in June/July 2008 to provide additional strategic planning, consulting and/or training as determined by this partnership.

February 2008

The first activity under this proposal was a “Strategic Planning Workshop.” It was held at the Sheraton Hotel from February 24-25, 2008.

The aim of this workshop was to set forth the strategic plan for Jordan to establish a Family Justice Center similar to the San Diego Family Justice Center model in the United States to support victims of violence. The preparations for this event were carried out by both Mahara Professional Consultancies in Development and the National Council for Family Affairs (NCFA).

From the start, the NCFA was engaged in planning and arranging this project. It was important to include the NCFA, as it is the umbrella organization in Jordan for all NGOs and institutions that work in this field.

Ms. Judith Adams, professional Strategic Planner for the Family Justice Center, facilitated the workshop by asking participants to answer questions and consider issues such as: Jordan- Community Assessment to identify the uniqueness of Jordan’s experience, resources and accomplishments to date, and how they relate to their readiness to create their own Center; to collaboratively imagine it is the year 2013 and envision what the center looks like and what stands in the way of that vision; and to explore different options for a Center.

A few private sector companies participated in this workshop. From the beginning, the private sector was included in all initiatives to highlight the need for their support and commitment in establishing and running such a Center. Indeed, it is the partnerships among all sectors in society that make the FJC unique.

Upon completion, the FJC Team compiled the outcomes of this training workshop into a report. From the participating parties in this workshop, the following was agreed upon:

Planned Accomplishments for Year One:

1. Form a Steering Committee
2. Conduct focus groups with victims
3. Identify services/partners that can be added to a Community Center, for example a health clinic-based model
4. Identify services/partners that can be added to the FPD-based model
5. Identify key steps, policies, and procedures and create a time-line for implementation
6. Conduct follow up interviews with clients receiving services in each location
7. Assess findings and make recommendations for future Center model

During the workshop three centers were suggested to start a FJC:

- The Public Security - Family Protection Department
- The Queen Noor Health Clinic
- Community Campus Setting - build a campus and including all services within it

March 2008

To accomplish goals 2 and 6 of February’s “Planned Accomplishments,” Mahara Professional Consultancies in Development arranged to send out a questionnaire to all service providers (NGOs and institutions) to receive feedback from service seekers (clients) on which types of services they would like to see in an all encompassing centers in Jordan.

Mahara Professional Consultancies in Development drafted the questionnaire in addition to a simple template to categorize all the services received from service seekers. At a meeting that was held at the National Council for Family Affairs, the questions were discussed and agreed upon by NGOs that work in this field.

Through mid-April, organizations conducted internal focus groups to learn from clients what services they would prefer at a comprehensive center.

April and May 2008

During the month of April, organizations and NGOs continued to conduct the focus groups. Upon collecting all the feedback, Mahara Professional Consultancies in Development summarized all results in a comprehensive report. This report was shared with all stakeholders of the FJC project in Jordan in the form of a Power Point presentation during the June workshop.

In addition, in April, a delegation of key stakeholders from Jordan participated in a study tour to the United States. The participants in this trip were decision makers from various NGOs and Ministries in Jordan. Participants included:

- Ms. Samar Haj-Hasan from Mahara Professional Consultancies in Development,
- Mr. Mohammed Meqdady, Director of Family Protection and Empowerment Programs Unit at the National Council for Family Affairs,
- Mr. Ahmad Muhaisen from the Ministry of Social Development,
- Col. Mohammed Zu'ibi, Director of the Public Security-Family Protection Department,
- Ms. Nadia Bushnaq, Director of the Family Guidance and Awareness Center in Zarqa, and
- Ms. Samia Bishara, Director of the Queen Rania Family and Child Center.

The delegation had the opportunity to visit US government and non-governmental organizations in Washington, DC, New York, and San Diego, giving them firsthand knowledge of and experience with US best practices in this field. The delegation also attended and participated in the 8th Annual San Diego International Family Justice Center Conference.

June and July 2008

In June, a workshop was organized to map the procedures that victims of family violence and abuse go through in order to reach adequate services in Jordan.

This workshop was coordinated in collaboration with the Jordan River Foundation and was held at the Greater Amman Municipality. The workshop aimed to map the services that victims of family violence go through to receive assistance. It highlighted both the strong and weak points in the Jordanian organizations and system. The weak points helped the discussion of ways to initiate improvements and techniques for filling the gaps and problems in the national system.

During this workshop, the results from the “service seekers” questionnaire and the US study tour trip were shared with all participants. The workshop ended with a compilation of its outcomes, including those from the workshop itself, the questionnaire, and the insight from the Jordanian delegation that participated in the April US study tour. These were agreed upon by all stakeholders involved:

- There is a need for two separate Centers, one that focuses on the needs of women and the other on children.
- The NCFA will act as the umbrella organization that will coordinate and facilitate the work among all parties involved. In addition it will form the steering committee and coordinate the work of all the members.
- A pilot project will be started after a location and site is decided upon based on the victims' needs and priorities. It will begin in Jordan and then expand to other municipalities.

During the month of July, Mahara Professional Consultancies in Development shared all the reports and findings from the beginning of the year with involved stakeholders in this project in order to keep them in the loop and engaged in developments.

August 2008

In August, a meeting was arranged by the NCFA. Members from the following institutions participated:

- Ministry of Social Development,
- Public Security- Family Protection Department,
- Jordan River Foundation, and
- Mahara Professional Consultancies in Development.

The aim of this meeting was to agree on the ways to advance this project and to begin planning where the new pilot center will be located or hosted.

Two decisions were unanimously agreed upon by all:

- That NCFA will be in charge of forming a *technical committee* to identify the best location for the FJC pilot project.
- The MOSD will be in charge of establishing and heading a *steering committee* that will consist of decision makers of the main stakeholders.

The difference between the technical and steering committee is that the former will deal with the day to day issues regarding the center and organizations work to bring all the services together under one roof. The steering committee will be more of a 'decision making' committee comprised of top officials from various institutions and ministries in Jordan that are in charge of deciding on major issues, in addition to easing the work and paving the way for the technical committee to do its work.

It was also agreed that the location for the pilot project will be in one of three options:

- Queen Rania Family and Child Center (JRF)
- Public Security – Family Protection Department (FPD)
- A center run by the Ministry of Social Development (MOSD)

In August, the first meeting of the technical committee was held. The technical committee is comprised of representatives from each:

- National Council for Family Affairs,
- Jordan River Foundation,
- Public Security- Family Protection Unit,
- Ministry of Health,
- Ministry of Social Development,
- Ministry of Justice, and
- Mahara Professional Consultancies in Development

During this meeting, it was agreed that JRF, FPD, and MOSD will put together the types of services they already deliver in addition to the ones they would need in order to have a comprehensive center in order to gauge which center would be the best to start a pilot project.

In addition, Mahara Professional Consultancies in Development formed a questionnaire to complement the questionnaire distributed by the NCFA but instead focuses on the location and space needed to establish a pilot center.

In mid-August, all responses were gathered and a meeting to discuss all findings was held. The aim of the meeting was to objectively decide on the best location to start a pilot project by taking into consideration all the criteria listed in both questionnaires (regarding the services provided and location and space).

September 2008

During the second meeting of the technical committee representatives, they agreed that the future pilot center should either be focused on women or children. The decision was made to focus on children, since Jordan has moved forward in this issue and has experience. Furthermore, both women's and children's issues are interconnected and cannot be separated; what affects the child indirectly affects women and vice versa.

Representatives from the three organizations have filled out both questionnaires. The results from the questionnaires, in addition to the decision described above, will be discussed and shared with the steering committee in mid –September.

October 2008

In October, the FJC team will work with all stakeholders and the staff and employees of the final pilot center to add on services and to understand how to facilitate the referral system with other centers and organizations. This training will be dedicated to an initial assessment meeting with the team in charge in the selected location. It will discuss in detail both the available services and the existing gaps. Additionally, it will introduce the management team to the concept and the necessity of volunteerism.

Contributors

Casey Gwinn

Casey Gwinn, J.D. serves as the President of the National Family Justice Center Alliance. Casey has been recognized by *The American Lawyer* magazine as one of the top 45 public lawyers in America.

Casey served for eight years as the elected City Attorney of San Diego from 1996 to 2004. Prior to entering elected office, Casey founded City Attorney's Child Abuse and Domestic Violence Unit, leading the Unit from 1986 to 1996 – prosecuting both misdemeanor and felony cases. In 1993, the National Council of Juvenile and Family Court Judges recognized his Child Abuse/Domestic Violence Unit as the model domestic violence prosecution unit in the nation. During Casey's tenure, the Unit's work was honored for playing a major role in the 90 percent drop in domestic violence homicides in the City of San Diego over the last twenty years. San Diego now has the lowest domestic violence homicide rate of any major city in the nation. In 1986, Casey co-founded the San Diego Task Force on Domestic Violence. In 1991, he founded the San Diego Domestic Violence Council. The Task Force and the Council worked closely in partnership with the YWCA of San Diego County and the YWCA hosted the task force in its earliest years of development.

In 2002, Casey saw his vision of a comprehensive, “one stop shop” for services to victims of family violence become a reality in San Diego. In partnership with former San Diego Police Chief David Bejarano and current Chief Bill Lansdowne, he led the effort to open the nationally acclaimed San Diego Family Justice Center. The Family Justice Center opened its doors in downtown San Diego on October 10, 2002. In January, 2003, Casey and the San Diego Family Justice Center were profiled on the Oprah Winfrey Show as leading the way for other communities in its coordinated approach to co-locating services for victims of domestic violence, child abuse, elder abuse, and sexual assault. In October, 2003, President George W. Bush announced a national initiative to begin creating Family Justice Centers across the country and asked Casey to provide leadership to the effort. Casey currently oversees a national technical assistance team that supports all existing and developing Family Justice Centers in the United States and around the world, speaks in communities across America, and provides leadership to the YWCA of San Diego County.

Casey has received many local and national awards, including the Stephen L. Lewis Lecturer of Merit Award from the National College of District Attorneys, the San Diego Domestic Violence Council's Lifetime Achievement Award, the Women's International Living Legacy Award, the Men's Leadership Forum Hometown Hero Award, Sharp Healthcare's Excellence in Education Award, the San Diego Press Club's Diogenes Award, the San Diego Mediation Center's Peacemaker Award, the San Diego Ecumenical Council's Christian Unity Award, Lifetime Television's Times Square Salute Award, Advocate of the Year Award presented on Disability Independence Day from the disabled community in San Diego, and most recently, in 2007, the California Peace Prize from the California Wellness Foundation.

Casey is an honors graduate of Stanford University and UCLA School of Law.

Gael Strack

Gael B. Strack is the Chief Executive Officer of the National Family Justice Center Alliance which provides technical assistance to over 30 existing and pending Family Justice Centers across the world. Prior to this position, Gael served as the Director of the San Diego Family Justice Center from October 2002 through May 2007. In that capacity, she worked closely with 25 on-site agencies (government and non-profit) who came together in 2002 to provide services to victims of domestic violence and their children from one location. The San Diego Family Justice Center was recognized as a model program by President Bush in October 2003 and was the inspiration for the President's Family Justice Center Initiative which launched 15 Centers across the nation.

Prior to her work at the Family Justice Center, Gael was a domestic violence prosecutor for 17 years at the San Diego City Attorney's Office. She joined the office in 1987 and served in many capacities including an Assistant City

Attorney for former City Attorney Casey Gwinn and Head Deputy City Attorney responsible for the Child Abuse and Domestic Violence Unit. Gael has also worked as a deputy public defender and a deputy county counsel for the San Diego County Counsel's office handling juvenile dependency matters. She graduated from Western State College of Law in December 1985.

Gael is a former board member of the California Partnership to End Domestic Violence, past President of the San Diego Domestic Violence Council and former commissioner of the ABA's Commission on Domestic Violence. In her spare time, Gael is an adjunct law professor for California Western School of Law teaching "Domestic Violence and the Law." Gael has been honored with numerous awards, including San Diego Attorney of the Year for 2006. She is an internationally recognized trainer on domestic violence and strangulation.

Gael has also co-authored a series of strangulation articles in the Journal of Emergency Medicine, the National College of District Attorney's Practical Prosecutor, and the Journal of the California Dental Association. Gael has co-authored two books with Casey Gwinn, JD, on the Family Justice Center movement in "Hope for Hurting Families: Creating Family Justice Centers across America" and "Hope for Hurting Families II: How to Start a Family Justice Center in your Community." Most recently, she has co-authored a book with Judi Adams, called "The Big Girls Club – Little Girl Rules for the Big Girl Workplace" which describes the ten rules of friendship that can help women thrive and succeed in the changing workplace.

Dana Al-Ebrahim

Dana Al-Ebrahim is the Middle East and North Africa Regional Program Manager responsible for Bahrain, Jordan, Kuwait and the United Arab Emirates. At Vital Voices she manages two multi-country programs that aim to support women's social, economic and political progress in the region. Through these programs, she is able to foster public-private partnerships and corporate social responsibility initiatives that focus on family violence, women's health and economic empowerment.

Prior to joining Vital Voices, Dana taught Modern Standard Arabic at the University of Arizona, while writing her Master's thesis on women's rights and political participation in Kuwait. Using this research, Dana recently published an article on the history of the Kuwaiti women's movement titled, "Political Rights: A Brief Look at the Kuwaiti Women's Movement."

In 2006-07, she was a student of advanced Arabic at the Center for Arabic Study Abroad (CASA) at the American University in Cairo. Dana also served as a Peace Corps Volunteer in Jordan, where, from 2000 to 2002, she taught English at an all girls' school, in addition to implementing a lunch program for needy students and developing a summer camp to enhance and reinforce students' use of English.

Dana holds a M.A. in Near Eastern Studies from the University of Arizona and B.S. in Electrical Engineering from Boston University.

Shireen Zaman

Shireen Zaman is the Executive Director of the Institute for Policy and Social Understanding.

Prior to joining IPSU, Ms. Zaman was the Director for the Middle East and North Africa at Vital Voices Global Partnership. At Vital Voices, she managed a multi-country program focusing on the development of public-private partnerships and corporate responsibility initiatives to support women's progress in the region. She also worked on supporting the MENA Businesswomen's Network, whose goal is to increase the number of women in business, increase the value of their businesses, advance the role of women in society, and promote a regional culture of women's entrepreneurship across the MENA region. Ms. Zaman has also worked on developing programs focusing on women's roles in peace building in Israel/Palestine and a transnational program focusing on women's rights in the region.

She completed her Masters degree at the School of International Service at American University in Washington, DC in 2006. Ms. Zaman has worked with the Office of Iraq Political Affairs at the U.S. Department of State where she

focused on Iraqi women and civil society development. She lived in Egypt, where she attended the Arabic Language Institute at the American University based in Cairo and worked with the Transnational Broadcast Studies journal there. Ms. Zaman holds a B.A. in Human Development from Boston College.

Samar Haj Hassan

Samar Haj Hasan is the co-founder and managing partner of Mahara Professional Consultancies in Development, which is the first consultancy firm in Jordan that provides comprehensive services in the field of social and human development. As a social entrepreneur, Samar established Mahara to contribute to the social sustainability in Jordan by providing professional services to the sector of social development, including research and surveys, data base development, monitoring and evaluation, training, project management and services related to Corporate Social Responsibility where Mahara aims to provide companies with well researched and strategic advice to identify and solve CSR challenges through social responsible business policies and practices.

Mrs. Haj Hasan has an educational background in International Business Administration and Marketing from the American University in Switzerland. Mrs. Haj Hassan participated in several national committees including the national committee for the development of the Youth Strategy, the Social Network Committee of the National Agenda for Jordan, The National Committee for the development of the National Strategy for the Jordanian Family and the Management Team of the National Project for Family Protection. At a regional level Mrs. Haj Hasan has worked closely with the Arab League as a member the regional advisory committee to develop the Arab Strategy for the family.

Mrs. Haj Hasan ran for parliament elections in 2007. Although she did not get the seat, she established a record with the highest number of votes a woman ever got in the Amman Governorate and was the third among the entire woman in Jordan during the 2007 elections. In addition she gained recognition as a professional woman who conducted the most professional election campaign. Mrs. Haj Hasan is strong advocate for women, youth and children issues and the wellbeing of the family in general. In 2008 Mrs. Haj Hasan was elected as a board member at the Young Entrepreneurs Association, and the SOS villages, and she was recently assigned a member of the Social and Economic Council in Jordan.

Yasmine Pharaon

Yasmine holds a BA degree in Human Services from The George Washington University in Washington D.C. (2005).

In October 2006, Yasmine joined Mahara, Professional Consultancies in Development as a Projects Coordinator. Yasmine has gained experience and knowledge in planning and executing projects. She was in charge of handling the day-to-day fiscal, administrative, and operational activities of various programs. Her duties typically include working with internal and external parties to organize the various components needed to initiate, run, complete and report projects. She is responsible for communicating with clients to receive data and feedback on their requirements and to ensure that all their needs are met. She coordinates between all the stake-holders involved to assure project completion. Yasmine has worked on planning and executing the *“Jordanian Forum for Public-Private Partnerships.”*

Since January 2008, Yasmine has been contracted by Vital Voices Global Partnership as their local coordinator. She is in charge of the Planning and coordinating the administrative and operational activities of two projects being implemented in Jordan: the “Making it Our Business” Breast Cancer Employee Awareness Project for Private Sector Companies that is being executed in collaboration with the King Hussein Cancer Foundation/ Jordan Breast Cancer Program, and the “Family Justice Center Technical Assistance” Project. The aim of the Family Justice Center is to provide multidisciplinary services for victims of domestic and family abuse all under one roof in Jordan.

Partners

Vital Voices Global Partnership



Vital Voices Global Partnership (www.vitalvoices.org) is the preeminent non-governmental organization (NGO) that identifies, trains, and empowers emerging women leaders and social entrepreneurs around the globe, enabling them to create a better world for us all. Our international staff and team of over 1,000 partners, pro bono experts and leaders, including senior government, corporate and NGO executives, have trained and mentored more than 5,000 emerging women leaders from over 150 countries in Asia, Africa, Eurasia, Latin America, and the Middle East since 1997. They have equipped these women with management, business development, marketing, and communications skills to expand their enterprises, help to provide for their families, and create jobs in their communities. These women have returned home to train and mentor more than 100,000 additional women and girls in their communities.

The Family Justice Center



The Family Justice Center Alliance (www.familyjusticecenter.org) was launched in 2006 in response to the increasing demand for technical assistance from existing and pending Centers across the world. The Family Justice Center Alliance serves as the official technical assistance provider for the United States Department of Justice for federally funded centers and also works with centers outside the federal initiative and abroad. There are currently 55 operational centers in the United States with three international Centers (Canada, Mexico, and the UK). In addition, there are over 50 Centers currently developing in the United States, Europe, Jordan, Bahrain, Africa, and Central America.

In addition to technical assistance, training and consulting, the Family Justice Center Alliance hosts an annual international conference, provides shared learning opportunities such as staff exchange programs, international internships, web-based education programs, and training in the area of family violence. The Alliance also operates the Family Justice Center Institute sponsored by the Verizon Foundation. The Institute is developing new victim service delivery models, innovative pilot projects in Family Justice Centers, identifying best practices in Centers, and promoting increased victim safety through the use of technology and innovative on-line training, technical assistance, and education.

Mahara Professional Consultancies in Development



Mahara Professional Consultancies in Development (<http://mahara.jo>) is a private sector consultancy firm; it offers exclusive and professional consultancies in the multi-disciplinary fields of “Human and Social Development” in Jordan. Mahara provides technical services under the following main categories:

- Databases and Research
- Monitoring and Evaluation
- National Surveys
- Training
- Corporate Social Responsibility
- Technical Projects Management

The Middle East Partnership Initiative



This project is funded through the U.S. Department of State, Bureau of Near Eastern Affairs, Office of the Middle East Partnership Initiative (MEPI). MEPI is a unique program designed to engage directly with and invest in the peoples of the Middle East and North Africa (MENA). MEPI works to create vibrant partnerships with citizens to foster the development of pluralistic, participatory, and prosperous societies throughout the MENA region. MEPI partners with local, regional and international non-governmental organizations, the private sector, academic institutions, and governments. More information about MEPI can be found at: www.mepi.state.gov.

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