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Promoting Freedom from Gender-Based Violence in Morocco: Accountability and Advocacy

تعزيز التحرر من العنف القائم على النوع الاجتماعي في المغرب: المسائلة والمناصرة

Fulfilling Due Diligence Obligations:
Best Practices in Public Authorities'
Response to Violence Against Women
Local Working Groups Findings and
Outcomes

Morocco November 2022



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Mobilising for Rights Associates or MRA - "woman" in Arabic - is an international non-profit organization based in Rabat and working across the Maghreb. Our mission is to contribute to changes in four domains - legal, structural, cultural and relational - to promote women's human rights. We work for grassroots, micro-level changes in behaviors and practices to support our activism for macro level reform initiatives. Our multidimensional strategies are designed for various layers of sustainable transformation for women.

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These findings are drawn from participatory assessment meetings with diverse actors from key public sectors working on violence against women. This report is part of a multifaceted initiative over a period of three years that aims to promote freedom from gender-based violence through accountability and advocacy. This initiative was launched at the beginning of January 2021 and will continue through December 2023. Project direction and preparation of this report were carried out by Stephanie Willman Bordat and Saida Kouzzi, Founding Partners of MRA, Mobilising for Rights Associates.

This English translation of the original Arabic report is made available as a courtesy to international partners. Both versions are available in PDF on the MRA website.

Our sincere thanks go to:

- The six NGO partners who contributed to this report: <u>Association Amal pour la Femme et le Développement (El-Hajeb)</u>; la <u>Fédération des Ligues des Droits des Femmes (Ouarzazate)</u>; <u>FADD-Fondation Anaouat Pour Droits et Développement (Chichaoua)</u>; <u>Association Tafiil Moubadarat (Taza)</u>; <u>Association Mhashass pour le développement humain (Larache)</u>; et <u>Association Voix de Femmes Marocaines</u> (Agadir).
- The 314 participants who enriched this action research with their experiences.
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I. Introduction

The conclusions and findings contained in this report are the result of 33 meetings (22 individual interviews and 11 group meetings) with 314 participants. This action research sought to document and share best practices in the public authority response to gender-based violence at the community level in the health, justice and law enforcement sectors in different regions of Morocco.

These findings focus on sharing information about concrete, positive changes in procedures, policies, and practices in local responses to gender-based violence in order to encourage their broader adoption at the national level. In addition to examining *sector-specific changes* in policies and practices, we also look at changes in *relationships* between the sectors and different systems actors.

The positive changes identified from the consultations and follow-up action plans developed by the diverse participants are included with the aim of disseminating and sharing them widely with different actors working with women victims of violence in local associations and public authorities across the country. It is our hope that the positive changes developed locally can be "scaled across" horizontally to create nationwide communities of best practices.

1. Objective and strategy

- a. **Objective:** To conduct a comprehensive assessment and review of the current public actor response to violence against women, collectively identifying good practices in the response of all concerned sectors, as well as challenges and areas for future improvement.
- b. **Strategy:** In order to comprehensively assess and review the public actor response to violence against women since the entry into force of Law 103-13 on the elimination of violence against women¹, and collectively highlight good practices in the response of all sectors involved, as well as the challenges and areas for future improvement, a series of meetings were held with the regional and local commissions and sectoral units for the support of women victims of violence, in addition to a series of individual meetings with representatives of local and regional public sectoral actors working on violence against women (Health, Law enforcement, Justice, Public Prosecution, Entraide Nationale, and Education). Meetings also included private actors working on violence against women, including lawyers, journalists, and representatives of civil society associations from different regions of Morocco (see table below).

2. Partner organizations

This report is the conclusion of numerous consultative meetings organized by six partner NGOs with the technical support and supervision of MRA from May 2021 to July 2022: <u>Association Amal pour la Femme et le Développement (El-Hajeb)</u>; la <u>Fédération des Ligues des Droits des Femmes (Ouarzazate)</u>; <u>FADD- Fondation Anaouat Pour Droits et Développement (Chichaoua)</u>; <u>Association Tafiil Moubadarat (Taza)</u>; <u>Association Mhashass pour le développement humain (Larache)</u>; et <u>Association Voix de Femmes Marocaines (Agadir)</u>.

¹ Kingdom of Morocco Royal Decree No. 1.18.19 issued on 5 Jumada Al-Thani 1439 H (February 22, 2018) promulgating Law No. 103.13 on the elimination of violence against women.

3. Action research locations

The action research was implemented in six regions of Morocco where partner NGOs are located (blue markers), with participants from 25 cities, towns and villages (red markers).



4. Approach and Methodology

a. Conceptual Framework:

This action research was based on the five "due diligence" obligations States have under international standards when responding to violence against women:

- 1. Prevent violence against women;
- 2. Protect women from violence;
- 3. Investigate crimes of violence;
- 4. Prosecute and punish perpetrators of violence;
- 5. Provide victims with adequate remedies and reparations.

b. Action research implementation

Using the due diligence framework, partner associations in this project sought to draw out, indentify and collect various specific measures and concrete actions taken and/or developed by the local authorities to respond to violence against women during the assessment period (2018 to spring 2022), in particular measures or procedures that could be considered new and different, i.e. had not been planned or previously implemented, and can be considered as good practices. To this end, the approaches of "Appreciative Inquiry" and "Most Significant Change" were adopted. ² This is done in two phases:

Phase I: Sharing and evaluating good practices in the public actor response to violence against women.

As a first step, participants identified new measures and concrete actions put in place by local authorities to respond to violence against women since the entry into force of Law 13-103. This necessarily included taking into account the specificity and challenges of COVID-19 related lockdowns, an exceptional time for dealing with violence against women cases. The time period under review saw the elaboration of a set of measures and procedures, whether officially instituted or that evolved through spontaneous and daily practices, that had positive outcomes for women and can be considered as successful practices.³

To this end, NGOs partners in this project framed discussions based on a series of questions derived from the "Appreciative Inquiry" and "Most Significant Change" methodologies. These methodologies enabled participants to switch their attention from what has not worked in the past, to appreciate and discover what has been effective in order to be inspired to continue and further develop these in the future. It also stimulated the expansion of dialogue among the various actors in a systematic manner to identify all emerging possibilities.

Phase II: Develop an action plan to implement better responses to violence against women based on lessons learned during this period.

Based on lessons learned from the various meetings, partner NGOs facilitated the development of local action plans with participants, elaborating detailed lists of specific measures and concrete actions to be taken or stopped moving forward, with a view to improving the response to violence against women. These were at the two levels of:

- Written policies and procedures
- Practices

Action plans included both sector-specific measures as well as measures related to relationships between sectors and how entire local systems actors work together.

In order to facilitate this planning process, local partner NGOs used the "Start, Stop, Continue" technique in order to determine which actions and measures have been successful and should be

² For further reading about both approaches see MRA's Practical Guide to Innovative Impact Assessments at https://mrawomen.ma/wp-content/uploads/doc/Livre MRA site.pdf

³ See MRA's report on "Transforming obstacles into opportunities: responses to violence against women during the COVID-19 pandemic in Morocco"

 $[\]underline{\text{https://mrawomen.ma/wpcontent/uploads/doc/Meillieures\%20pratiques\%20VFF\%20et\%20COVID\%20Ar.pdf}$

continued, which should be stopped because of their inefficiency or harmfulness, and which new possibilities or ideas should be tried and tested.

c. Action Research Participants

This action research was designed to be as participatory and inclusive as possible, targeting a variety of actors through a systems approach. For this purpose, the six partner NGOs organized a series of individual interviews and group consultations according to detailed protocols developed by MRA. The meetings included a large number of participants working in public institutions concerned with the implementation of Law 103.13 on violence against women:

- The Regional and Local Commissions for the support of women victims of violence established by Law 103.13;
- Diverse actors from various public sectors, whether in their individual capacity or as representatives of the units for the support of women victims of violence – law enforcement (police, gendarmerie), the justice sector, the Public Prosecution, and health sector personnel, including social workers in the different sectors, as well as representatives of civil society associations and other stakeholders such as Adouls and the Entraide Nationale.

314 participants participated in the action research through 22 individual meetings and 11 group meetings in which various sectors participated, as detailed in the below tables.

DETAILED TABLE OF ACTION RESEARCH PARTICIPANTS

AUTHORITIES	DESCRIPTION	TOTALS
Regional Commissions for the Support of Women and Children Victims of Violence	 Deputy General Prosecutors; Deputy Prosecutors; Doctors; Social workers at the hospital; Representatives of the Regional Health Delegations; Police Commissioners; Representatives of the units for women victims of violence within the police; Representatives of the Royal Gendarmerie (various ranks); Investigating Judge of the Appeals Court; Juvenile Judge of First Instance Court; Family Court Judge Social workers in the First Instance Courts; Social workers in the Appeals Courts; Representatives of the Education Delegation; Representatives of the Regional Academy of Education and Training; Representatives of the Entraide Nationale; Head of the Child Protection Centre; Lawyers; Regional Delegate of the Penitentiary Administration; Representatives of the Regional Delegation for Awqaf and Islamic Affairs; Representatives of the Regional Delegation for Youth, Culture and Communication; Representatives of non-governmental associations. 	96 participants
Local Commissions for the Support of Women and Children Victims of Violence	 Deputy Prosecutors (Presidents of the Local Commissions for the Support of Women and Children Victims of Violence); Deputy Prosecutor of the Family Court; Doctors; Social workers at the hospital; Police Commissioners; Officers representing the Units for Women Victims of Violence in the Police; Representatives of the Royal Gendarmerie; Investigating Judge of the Court of Appeals; Juvenile Judge of the First Instance Court; Social Workers at the First Instance Court; Representative of the Entraide Nationale; Social worker at the Child Protection Centre; Education Delegation representatives; Representatives of non-governmental organizations. 	36 participants
Units for the support of women victims of violence from within the courts (Public Prosecution and Court)	 Presidents of the Local Commission for the Support of Women and Children Victims of Violence (Deputy Prosecutors); Prosecutors; Presidents of the Commission for the Support of Women Victims of Violence in the courts; Social workers in the First Instance and Appeals courts; Judicial Commissioners; Clerks; Judges. 	32 participants

Units for the Support of Women Victims of Violence in the Police and Gendarmerie	 Head of the Law enforcement Unit for Women Victims of Violence; Head of the Judicial Police; Inspector; Representative of unit in the police and gendarmerie 	4 participants
Health Sector	• Social workers in the units for the suppport of women victims of violence at the hospital	5 participants
Cross-sectoral meetings	 Representatives of the Public Prosecution from the First Instance and Appeals Courts; Heads of units for the support of women victims of violence in the courts; Judges from First Instance courts; Social workers in the courts; Social workers from the Units for the support of Women Victims of Violence at the Public Prosecution Level; Clerks from the First Instance and Appeals courts; Judicial officers/ baillifs; Representatives of the Royal Gendarmerie; Heads of units for the support of women victims of violence in law enforcement; Representatives of the Judicial Police; Social workers from the Entraide Nationale; Nurses; Representatives of the units for the support of women victims of violence in hospitals; Representative of the Regional Delegation for Health; Hospital social workers; Representatives of the Regional Committee for Human Rights; Representatives of non-governmental organizations; Lawyers; Representatives of the education sector; Journalists; Local authorities; Adoul; Representatives of the Religious Scholars Scientific Council. 	136 participants
Informal meetings without indicating the identity of the interviewees	Diverse authorities	5 participants
Total participants		314 participants

II. Summary table of key good practices in public actors' response to violence against women

Changes		Specific goal of this change	Tangible outcome and impact of this change	
		Health Sector		
Change 1	The designation of specific offices reserved for receiving women victims of violence in most hospitals. Some of have assigned specific social workers to work exclusively with only women victims of violence. In contrast, very few have assigned a specific doctor to women victims of violence cases.	 Provide good conditions for receiving women. Provide specialized and dedicated staff to receive women victims of violence. Ensure that women victims of violence have privacy from other patients. 	 An improvement has been observed in working conditions and, thus, in the quality of reception and in the amount of attention and time given to women victims of violence; Increased demand for health services by women; Increased specialized human resources with experience in the field of violence against women; One hospital - due to the lack of a private office and because the social worker was attending to other categories of women- was unable to accept more than one woman at a time. Now it is able to provide services to 3 women at the same time. 	
Change 2	Some hospitals also give women accompanied by the judicial police a copy of their medical certificate directly, instead of just giving it to the policeman accompanying them. They also label it a "certificate of assault" instead of a "medical certificate."	 Provide all women victims of violence with a medical certificate showing that the assault took place. Distinguish the medical certificate of violence against women from other certificates. 	 Enable women to obtain a medical certificate acknowledging that an assault took place without having to go through the police or prosecutor's office. The medical certificate of violence against women has more probative value. 	
Change 3	Based on a Ministry of Health Circular, free of charge health services have been activated for women victims of	Providing women victims of violence with various health services free of charge.	All women who come to the unit receive a paper from the head doctor guaranteeing access to all	

	violence in a group of hospitals in various regions ⁴		 services free of charge (examinations-rays, scans) There is an increase in the number of women and girls victims of violence coming to the Unit for the Support of Women Victims of Violence.
Change 4	Simplification of administrative procedures in some hospitals for the benefit of women victims of violence.	Provide women with the necessary documents to be able to seek justice system interventions as soon as possible	 Many women were able to visit law enforcement services after obtaining the necessary documents from the hospital.
Change 5	Many hospitals have established a 7- day medical permanence system with women victims of violence being able to obtain medical certificates on Saturdays and Sundays as well.	 Accelerate procedures and provide women with health services at any time. Avoid disappearance of medical evidence of violence. Provide medical certificates to women anytime they seek assistance in the hospital. 	 Women victims of violence are no longer obliged to wait for Monday to go to the hospital and obtain a medical certificate. Increasing the opportunities for women victims of violence to prove violence and thus prosecute the aggressor, especially women victims of sexual assault, since the examination is carried out before the disappearance of the sexual assault evidence.
Change 6	By decision of the Ministry of Health, an electronic portal was adopted that enables women to report violence through a special application for social assistance. http://stoplaviolence.sante.gov.ma	 Receive complaints from women about violence and access the services provided to them at hospitals. Accelerate the pace of intervention and service delivery to women victims of violence by the social worker at any time. Enable women to obtain the phone number of the social worker in charge of the unit in 	 It has become easier for women or the association to coordinate by phone with the social worker and avoid the limited time set for the presence of the social worker in the hospital. More women are taking advantage of the free social assistance even on Saturdays, Sundays and holidays.

⁴ Ministry of Health Circular No. 74 of September 21, 2020 allocating a budget for women victims of violence.

		the hospital and communicate with her without the need to go there in person.	
Change 7	 Some regional hospitals assign resident doctors specializing in mental and psychiatric illnesses. 	Enable women victims of violence to be examined and treated by a psychiatrist and/or a psychologist.	 Some women victims of violence are now able to be examined and treated by a psychologist. Some women have become able to obtain medical certificates proving psychological harm from violence.

	Court (Judiciary and Public Prosecution)	
Change 1	 The Public Prosecution in some courts has developed in some courts a database of "accompagnatrices" and social workers in associations and gave them cards to facilitate their accompaniment of women. Facilitate procedures and procedures and procedures for associations accompany women victims of violence to the courts. Accompagnatrices and social workers are accompany women victims of violence to courts on an on-going basis and without obstacles. Enable a large number of NGO accompany to keep abreast of all the stages that wo victims of violence go through in the couprovide them with continual assistance. 	o the any gnatrices omen urts and
Change 2	 Some of the Regional Committees for the support of women victims of violence have developed a special website to track the complaints of women victims of violence www.alhimaya.ma Enable women victims of violence to file their complaints without the need to go in person. Enable associations working with women victims of violence against women and women victims of violence to obtain the various legal data and information available in the region. 	as noted. ns of n to file a in a short

Change 3	Equipping some court rooms with surveillance cameras	 Record all actions and refer to them when necessary. Strengthen transparency in the work of the courts. 	The presence of surveillance cameras is considered as a means of monitoring the work of court staff and also enables women victims of violence to refer to them in case of unwanted contact with the perpetrator or if they are dissatisfied with the conduct of the hearings.
Change 4	Some prosecutors have begun to inform women victims of violence of their right to testify on their own behalf if they do not have witnesses, and informed them that they can claim their civil rights later in a separate case.	 Guarantee women's right to know all of their legal rights. Overcome the obstacle of lack of witnesses by adopting the victim's statements as testimony to the facts of violence. 	 Taking the victim's testimony into consideration has made it possible to prosecute the perpetrators of the crime of sexual harassment.
Change 5	Some prosecutors have begun to take the aggressor's pledge not to harm the victim in order to avoid any future incident of violence.	 Expand the means of proving violence against women and introduce the aggressor's oral pledge before the Public Prosecution as proof of the perpetration of the crime of violence. Adopt the authority of the Public Prosecution to thwart the aggressors from committing and repeating violence, especially in the absence of proof. 	The decrease in the number of repeated cases of violence by the aggressors from whom a pledge has been taken before the Public Prosecution.

Change 6	Some of the King's deputies have opened an investigation into some cases of withdrawal of complaints by women victims of violence to make sure they are not victims of threats, extortion or pressure to withdraw their complaints.	 Provide safe conditions for women victims of violence in order to pursue their complaints against the aggressor. 	In follow-up by one of the King's deputies to a case where the wife waived her rights, a memorandum was filed with the Court of Cassation asking the court to take into account the conditions accompanying the plaintiff's waiver of her rights to her husband.
Change 7	Using a specific color for correspondence related to VAW cases to draw the attention of the judicial police officer to the privacy of the file and to the necessity of giving it due priority and special care.	Using a specific color to the correspondence addressed by the Public Prosecution to the Judicial Police Officer and related to the instructions on files of violence against women.	Speed and effective action in processing some files were noticed.
Change 8	 Most of the units for the support of women victims of violence appointed a representative to work exclusively from within the unit who is also the head of the local commission. Some allocate more than one representative. 	 Full-time exclusive work and treating cases consistently. Follow-up on investigations and review of case files by the same person. 	 Standardize processing of cases related to violence and take the same actions in similar files Speed up of processing files and not accumulating a back log Enhancing the expertise of prosecutors dealing with cases of violence against women
Change 9	 Enable women to circulate easily in the court by appointing a policeman at the door of the Court of Appeal tasked with guiding women and helping them reach the unit, or by placing clear signaling boards and panels. 	Facilitate access to court for women victims of violence	Reduce some of the difficulties faced by women victims of violence when they go to court
Change 10	Some courts reserve a specific day of the week only to adjudicate on cases of women victims of violence.	Give the necessary time and attention to cases of violence against women	 Women victims of violence do not have to come into contact with litigants in other cases; Judges devote more time to women victims of violence;

Change 11	The Public Prosecution provides shelter centers documentation from court hearings and copies of complaints of women victims of violence who are referred to these centers.	• Enable shelter center to provide the necessary quick and accurate services to the women referred to them by the Public Prosecution.	 Women victims of violence testify more comfortably and are more consistent in terms of time and attendance at hearings. By receiving the official legal document (complaint, minutes), shelters are able to quickly provide necessary legal services to women without having to waste time trying to obtain documents related to the women's case from the judicial police or the Public Prosecution.
Change 12	Some courts provide special spaces for receiving women victims of violence.	 Respect the privacy of women victims of violence, especially victims of sexual assault. 	 Women victims of violence are more comfortable and able to speak about all the details of the assault more freely during sessions.
Change 13	Allow accompagnatrices working in the listening or shelter centers to accompany women victims of violence in cases where she reintegrates the marital home or returns just to recover her belongings.	 Enable associations to monitor and track the process of women's reintegration of the marital home or recover their belonging and to improve such a process. The accompagnatrice provides psychological support to women during the recovery of their belongings and help them face the aggressor while ensuring that they are not assaulted by him or his family. 	 Many women victims of violence have been able to recover their belongings thanks to the association's accompaniment; In many cases, the accompagnatrice's presence with the woman served as a support for her to confront the aggressor and prevented her from being subjected to violence.
Change 14	 Some courts provide or allow the use of a translator for non-Arabic speaking women victims of violence. 	 Provide fair litigation conditions for non Arabic- speaking women victims of violence 	 Many women are now able to make statements in their own language, which helps them express themselves more accurately, and better understand the legal proceedings.

	Police & Gendarmerie					
Change 1	 Quicker processing of complaints made by women victims of violence (escorting women to the hospital, going to the scene of the violence occurred) 	· ,	 Some complaints are being addressed and necessary measures are being taken more quickly and urgently. 			
Change 2	Immediate care for women victims of violence, such as accompanying women to health services and provision of shelter for women in need.	Improving conditions for the care of women victims of violence.	• In some cases police have started going to the scene of violence as soon as they heard about it, acting only by virtue of verbal instructions from the Public Prosecution (rather than written, as has been standard practice to date). This enabled women to be interviewed quickly and be accompanied to hospital if necessary or taken to a shelter.			
Change 3	 Some gendarmerie stations have hired or use female Gendarmes to write up the statements and interviews in violence against women cases. Some have assigned a specific female officer to this task. 	 Enable women victims of violence to speak more freely about the violence and include facts that are difficult to talk about with male officers. 	 Many noted an improvement in the contents of gendarmerie interview notes and reports, which include more details about the violent acts and events. 			
Change 4	In some areas, police go to shelters to take complaints and write statements, in cases where the woman victim of violence is unable to go to the law enforcement station in person.	 Avoid women's needing to travel and facilitate procedures for them. Start taking into account the psychological situation of women victims of violence. 	 Many noted an improvement in the contents and facts contained in the interview notes and reports written by the police from inside shelters compared to those written from inside the station. Many noticed a greater openness of women victims of violence to talk about the incidents of violence to which they were subjected. 			
Change 5	 In some areas law enforcement began removing abusive husbands from the marital home and returning the woman to the home for the duration of the legal process. 	 Ensure greater protection of women and not make them flee their homes. 	A marked decrease in the number of women expelled from the marital home.			

Change 6	Expand the means of proof via the use of information technology.	 Deepen the investigation and the ability to obtain proof of violence. 	 Record an improvement in investigations. A relative increase in the number of prosecutions thanks to proof obtained via technology techniques.
Change 7	Police in some areas have begun to immediately arrest aggressors for crimes of sexual violence and place them under police custody.	 Speed up procedures and ensure that the investigation is conducted quickly. Ensure that perpetrators of sexual assaults do not go unpunished. 	 Provide more protection for women victims of sexual violence and not fall victim to extortion and threats in order to waive their complaints.
Change 8	Provide continuous training for members of the judicial police in the field of combating violence against women.	 Enable the Judicial Police to keep abreast of developments in laws, procedures and good practices related to violence against women. 	 Increased effectiveness and improvement in the competencies of those working on cases of violence against women from within the judicial police were noted.
Change 9	Designate a specific group of police officers tasked with handling violence against women.	 Provide reception for women victims of violence by female officers. Specialization in the reception of women and the processing of files of violence cases; Accelerate the processing and treatment of violence against women cases. 	 Greater organization working on violence against women cases was noted. Improved and more professional response in the way some police officers deal with women victims of violence. Some of the women's interview records/written statements now include more accurate data.
Change 10	The creation of specific spaces for units for women victims of violence within the police services to receive women.	 Provide adequate working conditions for police officers working in the unit for the support of 	 Higher numbers of women seeking assistance at law enforcement stations have been noted. Accelerated and enhanced investigations in violence against women cases.

			•	women victims violence. Enable women and ensure their psychological content to be exposited to be exposited at law enforcent stations.	to speak ir omfort and sed to her people		
Change 11	woman's choice	use translators of the ce or one of the station ate statements of en.		Enable women to submit complaints in their own language.			and more detail in the interview nts of Amazigh women victims of
Change 12	 Establishment of permanence shifts in some units for the support of women victims of violence in the Royal Gendarmerie. 		 Provide necessary services to women victims of violence outside of working hours and during holidays. 			ble to go to the gendarmerie ter the violence occurred without	
Regional Commissions		The creation of function committees within Regi Commission to address issues: e.g. the Accomm Committee, the Legal A Committee	nal ional spec noda	• S Contained on the second of the second on	nvolvement owork, including overnmental insure and imperformance of Commission for the co	nd ensuring the of all actors in its g non-	 The Commission works more professionally. Involve more associations in the work of the commission while expanding to other associations. Ability to work on cases of women victims of violence through a more participatory approach between various public actors and associations.

	Some of the Regional Commissions and their functional committees for the support for women victims of violence rely on modern communication techniques such as WhatsApp.	 Facilitate communication for rapid processing of files on violence against women Ensure continuous coordination and communication between the various members of the Commission. 	 The Commission works on files beyond its regular meetings. Continuous daily communication between all members of the Commission. Ability to intervene immediately and urgently in some cases. Faster resolution of cases of violence against women while enabling women to receive greater protection by various sectors.
	Develop a clear and fixed schedule to ensure periodic meetings of units in various sectors and the local Commissions, in some areas with the involvement of civil society.	 Permanent communication, joint processing of cases, and quick solutions. Ensure immediate care for women victims of violence. Continuously monitor the needs of women victims of violence via associations working with them. Submit detailed reports to the National Commission for the support for women victims of violence in the region. 	 Uniform case processing. Ability to identify the services to be provided to women victims of violence and the speed with which they are provided (provision of a medical certificate, shelter)
Local Commission for the Support for Women Victims of Violence	Create WhatsApp groups for quick and continuous communication between members of the local community (judges, public prosecutors, police, gendarmerie, health, education, Entraide Nationale, and NGOs).	Create a channel for continuous communication between the diverse actors to facilitate the resolution of cases of violence against women and provide various services to women.	Communication mechanisms have made it possible to avoid certain administrative measures that prevent the acceleration of the provision of services to women victims of violence.

			Some rural women use the phone to inform an association of the violence to which they were subjected, and the association regularly transmits their messages to the Public Prosecution through WhatsApp. This enables the Public Prosecution to intervene immediately and decide quickly in these cases.
	Develop action strategies by prosecutors in some commissions with a tracking schedule consisting of each public sector (health, law enforcement, education) and civil society sending written quarterly reports containing what has been achieved by each sector regarding the agreed strategy to eliminate violence in the region.	Coordinate the efforts of all stakeholders to eliminate violence and develop clear working mechanisms and timetables to activate everything that is agreed upon and identify monitoring and follow up systems.	
Coordination	At the beginning of each month, one Public Prosecutors' office provides associations working in the field of violence against women with the contact information of the staff who will be covering the next month's shift.	Enable associations working on violence against women to communicate continuously and quickly with the Public Prosecution even outside working hours.	 Associations are now able to direct women to the Public Prosecution in a timely manner and to contact staff from the Public Prosecution at any time despite monthly changes in working shifts.

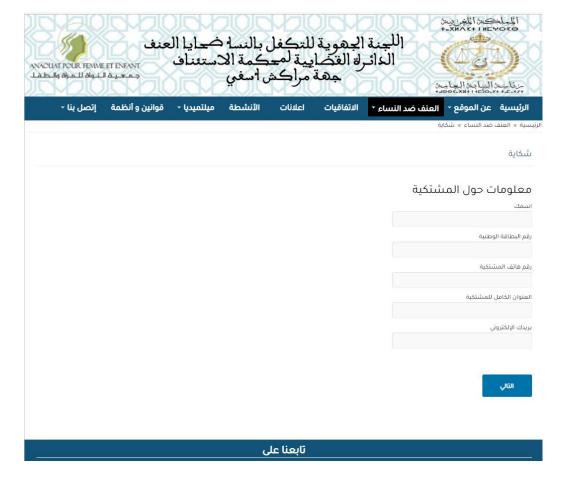
	 One Public Prosecutor's office organizes continuous communication meetings with the judicial police. Some provide associations with the phone numbers of law enforcement officers and heads of units to facilitate direct 	 Develop plans and programs to jointly care for women victims of violence; Ensure speedy processing of files of women victims of violence. Strengthen coordination between the law enforcement sector and local NGOs in order to speed up law enforcement 	 Faster processing of files by acting on verbal instructions from the Public Prosecution. Facilitate the work of NGOs in providing services to women victims of violence. Ease in many procedures
	contact with them.	treatment of cases of victims of violence received by associations.	such as the procedures for the declaration of filiation and the recovery of belongings
	One regional hospital works in partnership with a large number of civil society associations on the files of women victims of violence.	Activate the role of the unit for support for women victims of violence from inside the hospital.	 Improvement of the quality of services provided to women victims of violence. Total coverage by the hospital of some cases, with the provision of shelter and psychological support services in cooperation with the associations.
	Signing of working partnerships between the Public Prosecution and associations working on women's rights	Strength joint work between the Public Prosecution and civil society and formalizing joint action in working on women victims of violence cases	 Ensure the continuity of joint work on the files of women victims of violence and give it an official character instead of it being dependant on individual staff.
Accommodation	In one region, court social workers visit NGO listening and shelter centers of NGOs.	Enable court social workers of the courts to track the work of associations on the ground and coordinate more with them.	 A growing relationship of trust between court staff and women victims of violence, who benefit from listening and shelter centers.

•	The head of one Unit for the
	Support of Women Victims of
	Violence in the Public
	Prosecution organizes regular
	visits to shelters.

- Track the cases of women victims of violence from within shelters and strengthen coordination with these centers.
- The accelerated pace of procedures and measures taken in cases of women in shelters was noted.
- Increased ability to obtain identification documents for women and their children in shelters.

Some changes in photos:

The online platform of the Regional Commission for the Support of Women Victims of Violence in the Marrakech-Safi region, which enables women victims of violence to file their complaints through the online portal "Hemaya".





Ministry of Health Portal for Women Victims of Violence



المملكة المغربية رئاسة النيابة العامة

المنصة الإلكترونية لتلقر شكايات العنف ضد النساء

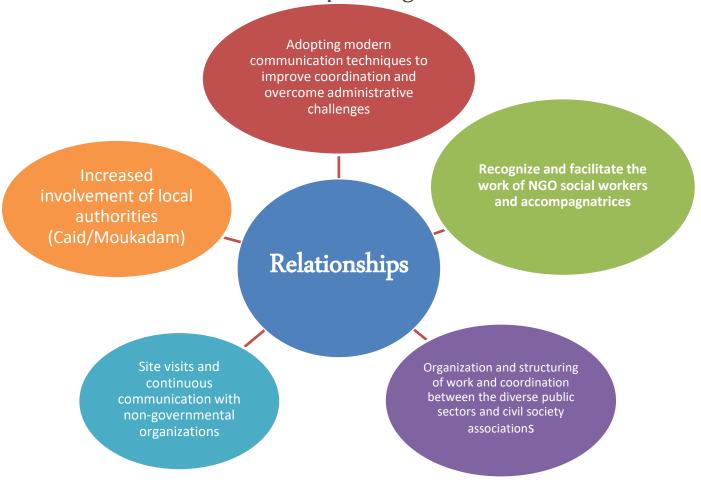
موضوع الشكاية *



The Public Prosecution's online platform to receive complaints from women victims of violence

المحكمة الاستئنافية أو الابتدائية *

Public Authorities' Responses to Violence against Women: Relationships Changes



Structural Changes

Services provided to women

Provide designated reception spaces for women;

Establish continuous services for women;

Create functional committees in Regional commission in order to specialize and ensure case follow-up





Treatment of complaints and interventions

Enable police to intervene directly without having to wait for instructions (security patrols)

Issue instructions to the police to intervene, accompany the woman or arrest the aggressor without waiting for the women to come in person to the station or requiring that they bring a medical certificate first.

Consider verbal instructions sufficient order to enable women to obtain required documents or arrest the aggressor

Adopt modern technology to receive complaints



Specialties

Appoint specialized staff to receive women , provide services and to decide on complaints

Some hospitals assign full-time permanent doctors and specialists in various fields, including mental and psychiatric illnesses.

Judiciial police go to women to take complaints rather than requiring them to travel

Expandithe functions of court' entrance scurity guarnds and enable them to play a role in receiving and guiding women victims of violence

Changes in written regulations

- Ministry of Health Circular No. 74 of September 21, 2020 allocating a budget for women victims of violence
- The Ministry of Health has created an electronic portal and adopted it for social workers to help women victims of violence

Ministry of Economy, Finance and Administration Reform Circular No.
 1/2020 dated March 16, 2020, on the Administrative Continuity Plan to Address the Coronavirus Pandemic

- Circular of the Presidency of the Public Prosecution to accelerate the care of women victims of violence
- Circular of the Presidency of the Public Prosecution No. 20S/PPP dated 30 April 2020;
- Create an electronic platform to receive and track complaints of women victims of violence
- Circular No.: 3S/PPP of 23 January 2020 on the creation of a listening, support and guidance platform

Health

Social Workers in different Public Services

Public Prosecution

Remove the violent husband from the marital home while providing protection for women; Going to interview the women where

requiring them to travel to the station; • Expand the means of proving violence, especially crimes of

sexual harassment;

they are instead of

- Appoint policewomen and women gendarmes to receive women victims of violence.
- Immediate arrest of aggressors for crimes of sexual violence.

Changes in practices:



- Provide women victims of violence with a certificate entitled "Certificate of Assault " instead of "Medical Certificate."
- Ensure the confidentiality of the reception of women victims of violence by designating special reception spaces for them.
- Facilitate women's access to various documents.
- Enable women victims of violence to access a range of health services free of charge.

Health

- Adopt different colors for judicial police correspondences /envelopes on violence against women
- Allocate certain days to decide only on cases of violence against women.

Public Prosecution and Judiciary

- Improve reception of women and provide them with information.
- Increased efforts and diligence to prove that violence hads occurred.
- Facilitate women's access to courts;
- Increase the use of translators for non-Arabic speaking women victims of violence.

Police and Gendarmerie

III. Action Plans for an Improved Public Actor Response to Violence against Women

After identifying Good practices in the first phase, as described above, participants worked collectively to develop action plans to improve the local systems' response to violence against women. Partners facilitated strategic action planning using the Start, Stop, Continue model by identifying (a) new actions to start and try out, (b) things done to date that are not helpful and should stop, and (c) good practices in place that should be continued.

Sector	Continue	Stop	Start/try new
	Healt	h Sector	
Staff & Services	Continue to allocate specialized human resources to receive and provide diverse services to women victims of violence.	Stop providing women victims of violence with medical certificates with a length of incapacity not commensurate with their injuries and harm suffered.	Mandatory STD testing as part of the services provided to women victims of sexual assault.
	Maintain a system of permanence shifts in hospitals.	Psychiatrists should stop requiring a six-month post examination and follow up period with a victim of violence before enabling her to have a medical certificate proving mental incapacity.	Generalize the permanent shifts system to all health centers and regional hospitals (including local dispensaries).
	Continue using the electronic platform while improving the services it offers.	Stop giving women victims of violence medical evidence to without the presence of a social worker, in order to ensure that medical evidence includes a statement all injuries and harm suffered.	Adopt a system for tracking the health status of women victims of violence, taking into account all the consequences of sexual assault, rather than limiting

			and the Control
			care to just the first examination.
	Continue and generalize labelling the medical certificate delivered to women victims of violence as "Certificate of Assault."	Stop refusing to hand over the medical certificate to women victims of violence directly when they are accompanied by a law enforcement officer.	Start giving women victims of violence copies of medical certificates directly, even when accompanied by a law enforcement officer.
	Continue and expand care provided to women victims of psychological violence.	Stop orienting victims of psychological violence to external services under the pretext of not having a doctor specialized in mental and psychiatric illness on staff.	Equip regional hospitals with all laboratory equipment and radiotherapy to enable women to benefit from them free of charge.
		Stop dealing superficially with victims of sexual assault and enable them to undergo tests such as pregnancy screening, AIDS screening and sexually transmitted diseases tests.	Employ medical staff specialized in violence against women to work exclusively with victims.
		Stop some practices (manner of communication) that undermine the dignity of women victims of sexual violence.	
Free Services	Continue to provide all health services for women victims of violence free of change, from the medical certificate to necessary surgeries.	Stop making women victims of violence having to schedule appointments far in the future to be able to benefit from free services.	All health units should provide women with emergency contraceptive pills immediately or the day following their sexual assault, if they wish.

Spaces for receiving women	Maintain spaces dedicated to receiving women victims of violence with all necessary signs so that women can easily find and access these spaces. Justi	ce Sector	Expand social worker offices and equip them with everything needed to receive women victims of violence.
	 Continue to coordinate with associations to help women submit their complaints through the online platform while expanding it to all regions. Some offices accredit a technical specialist to receive electronic complaints before referring them to specialists at the Public Prosecution. 	Some staff noted that some women have difficulties using the online platforms because of logistical considerations and given that many abused women are from rural zones, don't have access to phones, and don't write or read.	
Online Platforms	Continue to receive complaints via fax.	Due to inadequate training in managing websites as well as the lack of equipment necessary to follow up on online complaints, some employees of the Public Prosecution expressed their preference to stop receiving online complaints.	•
		Some employees of the Public Prosecution expressed their opinion that the "Kouluna MaaK' platform should be discontinued because complaints received by this platform go through the	•

		same procedures as complaints filed directly. Some complaints are processed twice; after registering them on the platform, the same complainant files the same complaint directly in person. This makes it difficult to distinguish whether it is the same complaint or a new complaint.	
	Continue to provide associations working with women victims of violence with the contact details of those in charge of the permanence shifts in the violence units of the Public Prosecution.		Update the contact details of the staff at the units at the Public Prosecution after any modifications or once a month, and expand the categories of persons and associations benefiting from this information.
Prosecution work methods and structures	Maintain communication mechanisms between public actors, including the issuance of necessary instructions, by using modern communication technologies and developing its use further (telephones, fax, e-mail, WhatsApp)	Stop not prosecuting perpetrators of violence against women in the event that the victim withdraws her complaint.	Start taking psychological violence more seriously and instruct health services to include the percentage of psychological incapacity in the medical certificate.
	Continue and generalize specialization within the unit by staff working on issues of violence against women, while exempting unit workers from administrative tasks.	Stop combining responsibilities for work on violence against women cases with other cases, in order to ensure speedy and quality processing.	Monitor and hold accountable unit employees who are constantly absent; this prevents women victims of violence from being able to access services at the unit.

	 Continue and mainstream the accreditation of translators for the benefit of non-Arabic speaking women victims of violence. The General Prosecutor should continue to adopt the recommendations and demands of civil society in the meetings of the Regional Commission. Continue to distinguish 	
	correspondences and instructions issued by the Public Prosecution to lax enforcement officers (by adopting special envelopes or distinctive colors)	
Protection for	Using surveillance cameras in all courtrooms and lobbies. Adopt them to ensure that women have safe access to justice.	 Clarify the legally stipulated protective measures and the procedures for their activation.
of violence		 Start providing protection to women victims of violence, witnesses and whistleblowers who are threatened by the aggressor.
		Begin to provide protection to women victims of violence with regard to the disposition of co-assets between spouses.

 Stop refuting medical certificates documenting psychological violence. 	Enable women victims of violence to testify without the presence of the aggressor, without obliging her to confront him.
Stop criminalizing the recording of phone calls, filming and taking pictures for the purpose of documenting and proving the violence.	Place the burden of proof for establishing violence on the Public Prosecution and not on the victim.
Stop closing cases from women victims of violence who cannot provide proof or witnesses.	Provide all women victims of violence with legal aid and the ability to file lawsuits free of charge.
 Not interviewing women without Public Prosecution unit representatives, to ensure that the judicial police initiate and expedite the investigation procedures. 	Inform women victims of sexual violence of their right to have private hearings.
Digitization has created confusion tracking files for women. The majority of them are unable to obtain copies of judgments from the "courts" platform without someone else's help.	Continue sharing and publishing all judicial decisions.
	 certificates documenting psychological violence. Stop criminalizing the recording of phone calls, filming and taking pictures for the purpose of documenting and proving the violence. Stop closing cases from women victims of violence who cannot provide proof or witnesses. Not interviewing women without Public Prosecution unit representatives, to ensure that the judicial police initiate and expedite the investigation procedures. Digitization has created confusion tracking files for women. The majority of them are unable to obtain copies of judgments from the "courts" platform without someone

Going to the scene of violence	Continue to act quickly on the basis of verbal instructions only, and generalize this practice to all regions of Morocco		 Create law enforcement teams specialized in investigating violence against women incidents Provide special vehicles to accompany women victims of violence to various procedures instead of placing them in vehicles with other arrested people.
	Continue to avoid delays in the processing of cases and to accelerate the pace of treating them. Scale up this process and make it mandatory.	Stop prioritizing the time frame at the expense of the depth and accuracy of the investigation of the complaint	Ensure the presence of scientific and technical police in all police stations.
Receiving women and processing	Assign qualified female officers in units to work on violence against women.	Stop certain practices that harm the dignity of women victims of violence (communications, insults during interviews).	Enable uneducated or Amazigh speaking women to understand and be made aware of the content of their written statement before signing it.
cases	Generalize the designation of special and private places to receive women victims of violence to ensure their privacy.	Stop placing the burden of proof on women victims of violence.	Organize and equip units in all police districts, in accordance with standards that guarantee women's privacy and ensure the confidentiality of their files.
		Stop blaming women and urging them to reconcile with the aggressor (the husband).	 Provide psychologists in police station. Resume the procedure of
			removing the aggressor from

			the marital home instead of looking for a shelter for the woman or returning her to the marital home in the presence of the aggressor husband. (Unfortunately, this procedure was suspended after the COVID lockdown ended)
	Systems coordination,	intersectoral relationsh	ips
	Continue to communicate by using WhatsApp groups between the different members of the unit and civil society.	In some areas, units for the support of women victims of violence should stop using local commission meetings or WhatsApp groups to discuss or publish content unrelated to violence against women.	Initiate unified strategies to support women victims of violence and create a database shared by the different units.
Local Commissions	Ongoing training to keep abreast of various developments in the field of support for women victims of violence.		 Create a common platform between different to process complaints electronically, in order to issue instructions immediately through the platform and help the judicial police or health professionals carry them out in a timely manner and initiate action without going through the old procedures of printing and sending hard copies. Establish a one-stop-shop
			mechanism to facilitate women's access to various services, to avoid making

		them travel between different departments and services. • Elaborate a clear and binding protocol for intersectoral work.
Regional Commissions		 Program more than two meetings a year with the different units working on violence against women in order to track the extent to which the conclusions from official meetings have been implemented.
		 Adopt extraordinary meetings to speed up the completion of the official meetings' conclusions and intensify joint work to overcome various obstacles.
		Ensure and expand the representation of civil society in the Regional commissions.
Coordination	Continue to coordinate with shelters in order to interview and support women at these shelters.	Expand partnership between all units for the support for women victims of violence with associations in order to create a comprehensive database compiling various data related to the support

Continue intensive coordination and effective involvement of associations in the work of local or regional Commissions with the involvement of local authorities, such as the Caid, especially in rural areas to facilitate women's access to various services.	Public authorities, especially the central ones, should stop refusing or delaying authorizations for their local personnel to participate in civil society activities.	for women victims of violence in the region. • Enable various public actors to participate in civil society activities by granting local authorizations for participation.
Continue to coordinate between the Public Prosecution, law enforcement and associations on the accompaniment of women victims of violence, keeping abreast of their files and speeding up procedures.		Public authorities, especially the Office of the Prosecutor, should start collaborating with private medical clinics so that women can benefit from medical services that are not available in some areas and improve investigations in cases of violence.
• Continue to organize periodic meetings with civil society associations to track the files of women beneficiaries of shelters or listening centers, and expand this process to the different units for the support for women victims of violence in the Public Prosecution.		Provide associations with all information and statistics on violence against women available to public services.



Promoting Freedom from Gender-Based Violence in Morocco: Accountability and Advocacy

FICHE TECHNIQUE

Activité 1: Réunions-évaluations participatives intersectorielles des groupes de travail meilleures pratiques et violences faites aux femmes

Objectif des réunions-évaluations: Effectuer une évaluation et un bilan de la réponse à la violence à l'égard des femmes, en identifiant collectivement les bonnes pratiques dans leur réponse, ainsi que les défis et les domaines d'amélioration pour l'avenir.

Stratégie : Ce travail participatif consultera des acteurs publics locaux des secteurs de la justice, des forces de l'ordre et de la santé, ainsi que des représentants d'autres ONG locales, y compris à travers une série de réunions de travail avec les membres des commissions multisectorielles locales chargées de répondre aux violences faites aux femmes dans leurs communautés.

Remarques: Ces réunions peuvent être ou bien en personne ou par visioconférence. Chaque partenaire va les organiser selon le contexte local tant que les trois secteurs sont inclus dans la participation et dans les analyses. Des possibilités sont :

- Tenir une réunion par secteur, avec uniquement des représentants de ce secteur à part, pour ne discuter que leur secteur, et ensuite tenir au moins une réunion collective multisectorielle pour faire un bilan de toutes les réunions avec tous les acteurs ensemble;
- Tenir une série de réunions toutes multisectorielles avec des représentants de chaque secteur, mais dans lesquelles chaque secteur est éventuellement abordé dans les discussions.

Finalité : Produire un bulletin électronique périodique « Meilleures pratiques dans la réponse de l'État aux violences faites aux femmes ».

Les résultats des réunions seront compilés et utilisés pour concevoir, produire et distribuer à grande échelle un bulletin électronique régulier en langue arabe documentant et partageant les meilleures pratiques en matière de réponse à la VBG par les acteurs publics au niveau communautaire local dans les secteurs de la santé, de la justice et de l'application de la loi venant de diverses régions du pays. Le bulletin se concentrera sur l'échange d'informations sur des changements concrets et positifs dans les procédures, les politiques et les pratiques dans les réponses locales à la VBG afin d'encourager une adoption plus large à l'échelle nationale.

A. Orientations générales pour le contenu et le déroulement des réunions

1. Rappel des 5 obligations des Etats en matière de violences faites aux femmes⁵

Pour encadrer les travaux, ici il s'agit de faire un rappel à tous les participants des 5 obligations des Etats, selon les normes internationales, à faire preuve de « Diligence Requise » dans la réponse aux cas des violences faites aux femmes.

- 1. Prévenir les violences
- 2. Protéger les femmes
- 3. Enquêter et Engager des poursuites dans des cas de violences
- 4. Punir les auteurs des violences
- 5. Fournir des réparations aux victimes

II. Partager et faire un bilan des bonnes pratiques dans de la réponse des acteurs publics aux violences faites aux femmes pour cette période (dernière 6 mois, ou depuis la dernière réunion)

En gardant à l'esprit les 5 obligations ci-dessus, ici il s'agit d'être ciblé et précis sur des mesures spécifiques et des actions concrètes prises et/ou mises en place par les autorités locales pour répondre aux violences faites aux femmes dans la période concernée. Surtout des mesures ou des actions qui étaient différentes ou nouvelles, qui n'étaient pas prévues ou mises en place auparavant, qui sont positives et peuvent être considérés comme des bonnes pratiques.

Pour stimuler la discussion, utiliser des questions de l'approche de la « Dialogue appréciatif » et le « Changement le Plus Significatif. »

- 1. En regardant la période de temps depuis la dernière réunion/évaluation:
 - Qu'est-ce qui, à votre avis, a été le changement positif le plus significatif que vous avez constaté?
 - Est-ce qu'il y a une action, un changement de politique, de procédure, de services, de méthode de travail, ou autre, qui a été un réussit ?
 - Quand est-ce que votre service ou votre groupe a donné le mieux de vous-mêmes ?a été fier ?
 - Est-ce qu'il y avait un moment ou vous avez réussi à surmonter un défi?
- 2. Décrire le changement : qu'est-ce qu'il y a qui a changé ? Qui ou quoi a changé ? Comment ? Décrire le succès. Si vous avez une histoire, qui l'illustre, merci de la raconter.
- 3. Pourquoi ce changement est-il significatif pour vous? Expliquez et décrire les raisons pour lesquelles ce changement est important ?
- 4. Quelle différence en a-t-il résulté maintenant ou en résultera-t-il dans le futur ?

⁵ Voir le "Due Diligence Checklist » en arabe, fourni lors de l'atelier à Meknès en janvier 2020 et ici en pièce jointe.

III. Développer un plan d'action pour la mise en place d'une meilleure réponse aux violences faites aux femmes selon les enseignements tirés de cette dernière période.

Ici il s'agit de baser sur les conversations précédentes pour développer une liste ciblée et précise sur des mesures spécifiques et des actions concrètes à faire ou à ne pas faire dorénavant pour avoir une réponse améliorée et efficace aux violences faites aux femmes.

- Il peut s'agir des politiques, des procédures, des pratiques, des services, des méthodes, etc.
- Il peut s'agir des choses qui sont propres et spécifiques à un seul secteur, ou des choses liées aux relations entre les acteurs ou au fonctionnement de tout le système ensemble.

Pour stimuler la discussion, utiliser des questions de l'approche de « Continuer, Arrêter, Commencer. »

- 1. **Continuer :** Selon la base des discussions précédentes, qu'est-ce qui a bien marché pendant cette dernière période que nous devrions continuer à faire et à mettre en place?
- 2. **Arrêter :** Qu'est ce qui n'a pas bien marché que nous devrions arrêter de faire ou de mettre en place ?
- 3. **Commencer :** Quelles idées avez-vous pour de nouvelles choses que nous ne faisons pas encore mais que nous pourrions commencer à faire?

B. Consignes pour le rapport final de toutes les réunions

Pour la partie II (bilan des bonnes pratiques dans de la réponse des acteurs publics) : Merci d'inclure tous les changements cités, et de décrire les changements de manière le plus spécifique et précise et détaillée que possible. Un format proposé se trouve ci-dessous, tout en étant libre de le modifier et l'améliorer tout en maintenant un grand niveau de détail.

Exemples:

Changement vague: On a commencé à se déplacer aux maisons connues pour les violences.

Changement précis: Le Brigade territoriale de la Gendarmerie Royale a décidé que les gendarmes allaient se déplacer en personne au moins une fois par semaine à une dizaine de maisons dans leur district où il y avait eu au moins une plainte pour violence dans les deux années précédentes. Pendant ces déplacements les gendarmes font a, b et c et parlent avec x, y et z. Normalement la loi actuelle ne prévoit pas aux forces de l'ordre de faire un tel déplacement, mais ils ont décidé de les faire ici comme pratique locale non-écrite.

Secteur concerné	 Le changement : Qu'est –ce qui a changé ? (une politique, une procédure, une pratique, un formulaire, une méthode, un service, etc.) Comment a-t-il changé ? (qu'est-ce qui existait avant, et ce qui est maintenant, en détail) Qui a décidé ce changement ? Où exactement ? (à quel niveau ? ex, chez une seule personne ? dans un seul hôpital ? au niveau de toute la ville ? toute la province ? etc.) Est-ce que ça continue encore ou pas ? 	L'objectif spécifique de ce changement	Les résultats, impact, importance concrète de ce changement
Secteur de santé	μαs :		
Changement 1			
Changement 2			
Changement 3			
(insérer autant de lignes nécessaires)			
Secteur de la justice		1	
-			
Secteur de forces de l'ordre			
Le système ensemble/coordination/relations entre les acteurs			

Pour la partie III (plan d'action pour la mise en place d'une meilleure réponse aux violences faites aux femmes selon les enseignements tirés de la période précédente)

Voici un format proposé, tout en vous encourageant de le modifier et l'améliorer tout en maintenant un grand niveau de détail et de précision, comme dans le tableau précédent.

Secteur concerné	Continuer	Arrêter	Commencer
Secteur de santé			
Secteur de la justice			
Secteur de forces de l'ordre			

Le système ensemble/coordination/relations entre les acteurs		

Remarque finale:

L'idée c'est de faire un large partage de ces changements et plans d'action auprès des associations et des acteurs publics à travers le pays. Donc il faut que n'importe qui puisse lire le changement, comprendre exactement en quoi il consiste, qui l'a fait et comment exactement, et quel est l'intérêt et importance, pour pouvoir adapter la mesure et le répliquer dans sa communauté.

MERCI ET BON COURAGE!