

الجمهورية اللبنانية  
وزارة الشؤون الاجتماعية



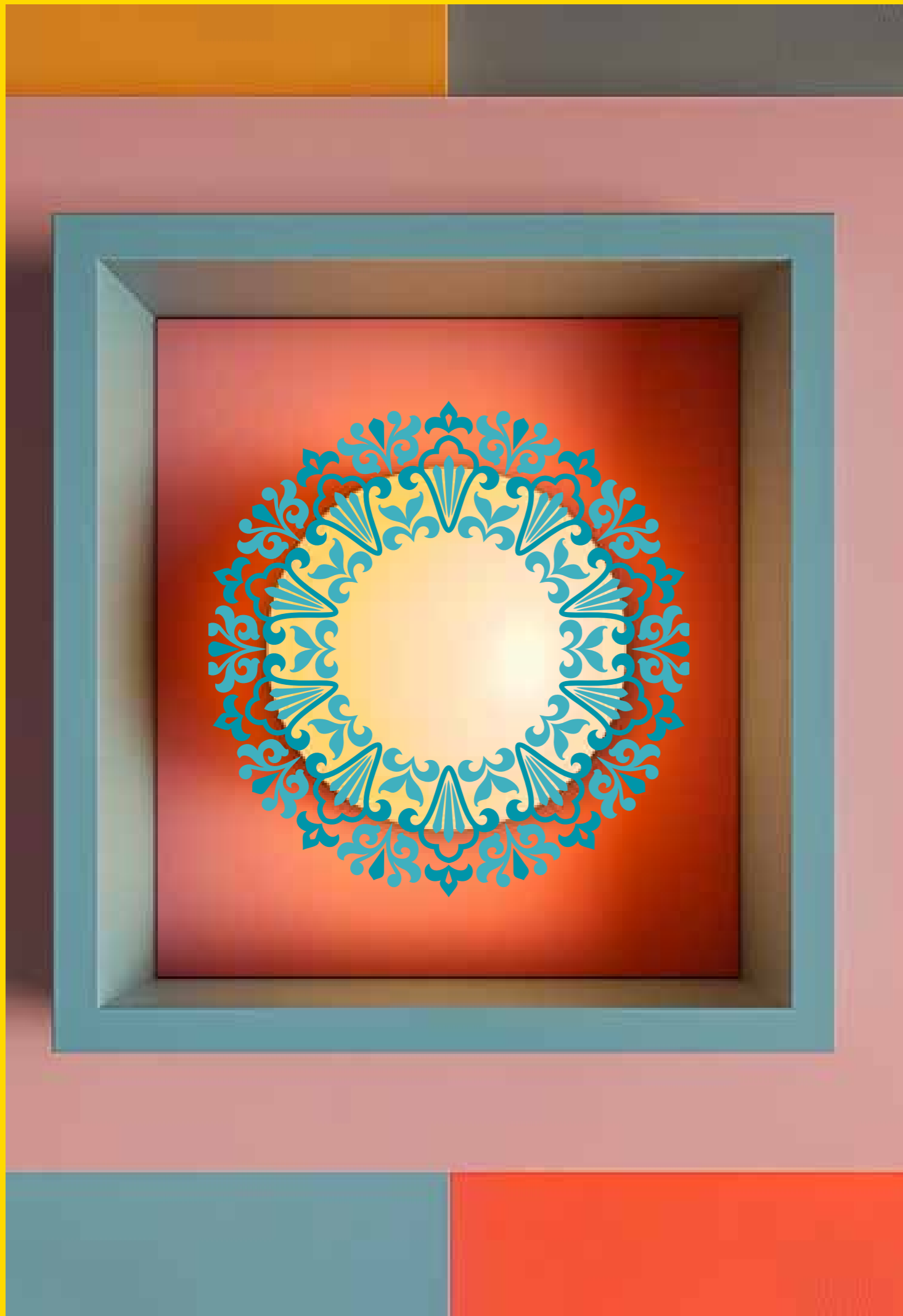
الهيئة الوطنية  
لشؤون المرأة اللبنانية  
National Commission  
for Lebanese Women



# Standards of Temporary Safe Shelters for the Protection of Women and Girls Survivors of Violence

With the support of





**Standards of Temporary Safe Shelters for the  
Protection of Women and Girls Survivors of Violence**

**All rights reserved ©2023**



الجمهورية اللبنانية  
وزارة الشؤون الاجتماعية

الهيئة الوطنية  
لشؤون المرأة اللبنانية  
National Commission  
for Lebanese Women

## Acknowledgements

The Ministry of Social Affairs and the National Commission for Lebanese Women have developed the "Standards for Temporary Shelters for the Protection of Women and Girls Survivors of Violence" with the support of the United Nations Population Fund. This document was translated and designed with the support of "Abaad", and the expert Ms. Amal Farhat Bassil defined these standards in coordination with the shelters operating in Lebanon.

The Ministry of Social Affairs and the National Commission for Lebanese Women express their appreciation and gratitude to the aforementioned institutions and to all those who contributed to the production of this work, as well as the organizations supervising the temporary safe shelters for the protection of women and girls survivors of violence that participated in discussing and reviewing the content of this document



أبعاد  
ab'ad

# Table of Content

Opening Remarks	
Speech by the Lebanese Minister of Social Affairs	10
Speech by the President of the National Commission for Lebanese Women	12
Speech by the Head Office - UNFPA Lebanon	14
Introduction	16
The Normative and Conceptual Framework	19
<b>Temporary Shelters for the Protection of Women and Girls Survivors of Violence</b>	
Vision	20
Mission	20
Objectives	21
Basic Guiding Principles	23
<b>Standards and Guidelines</b>	
<b>Chapter I : Governance</b>	24
1. Administrative and Organizational Structure	26
2. Roles and Responsibilities of the Director	26
3. Financial System	27
4. Budgets and Financial Provisions	27
5. Quality Assurance Plan	28
6. Ethical Guidelines for Working with Women and Girls in Safe Centers	28
7. Policy of Prohibiting All Forms of Violence and Preventing Sexual Exploitation and Abuse	30
8. Code of Conduct	31
9. Complaint and Response Mechanism	32
10. Monitoring and Evaluation System	33
11. Annual Strategic and Operational Plan	34
12. Crisis Intervention Methodology	35
13. Shift and Rotational Program Inside the Shelter	36
<b>Chapter II :Human Resources</b>	40
1. Human Resources Plan	42
2. Employees' Files	42
3. Employees' Job Description	43
4. Recruitment Procedures	44
5. Mechanisms for Attracting and Recruiting Volunteers	45
6. Employees' Wellbeing and Occupational Safety Program	45
7. Employees' Capacity Building	46
<b>Chapter III: Engineering and Structural Standards for Shelters</b>	48
1. Geographical Location of the Shelter	50
2. Adequate Indoor and Outdoor Spaces	50
3. Capacity of Shelters	52
4. Restrooms Dedicated to Adults and to Children	53
5. Proper and Hygienic Storage Spaces	53
6. Furniture and Furnishings	54
7. Kitchen and Household Appliances	54
8. Provision of Electrical Appliances	55
9. Natural Ventilation and Lighting System	55
10. Heating and Air Conditioning Devices	56
11. Potable Water, Electric Power, and Alternative Resources	56
12. Appropriate Wall Paintings and Decorations	57
13. Special Facilities to Support Nursing Mothers	57
<b>Chapter IV : Management of Safety, Security, and Health in Shelters</b>	58
1. Security and Safety Standards in Shelters	60
2. Guidelines for Food Safety and Health	61
3. Procedures for General Hygiene and Personal Safety	62
4. Public Health and Disease Prevention Procedures	63
5. Risk Management Through an Emergency Plan	64
6. Rapid Emergency Response Procedures	65
7. Fire and Smoke Containment Plan	66
8. Smoking Prohibition Policy in All Areas	67
<b>Chapter V: Target Groups in Shelters</b>	68
1. Target Groups of Women and Girls Survivors of Violence and who are considered at risk	70
2. Children of Women Survivors of Violence and who are considered at risk	71
3. Duration of Stay for Survivors	72
4. Admission Requirements for Survivors in the Shelter	73
5. Reception Procedures	74
6. Admission Procedures	76
7. Departure Procedures	77
8. Closure of Survivor's File Procedures	78
9. Duties of the Shelter's Residents	79
10. Rights of Women and Girls Residing in the Shelter	80
11. Managing Relationships Among the Shelter's Residents	81
12. Guidelines for the Staff's Interaction with Women and Girls Staying at the Shelter	81
13. Right to Self-determination and Independence of Decision-making	82

<b>Chapter VI: Managing Programs and Services in Shelters</b>	84	<b>Annexes</b>	116
<b>Internal Programs Provided by Shelters</b>	86	<b>Code of Conduct</b>	118
1. Social and Psychological Empowerment Programs	86	1. Professional Principles and Standards	118
2. Legal Empowerment Services	87	2. Justice and Non-Discrimination	118
3. Economic Empowerment Program	88	3. Acceptance and Tolerance	119
4. Education Program	89	4. Right to Self-determination and Independence of Decision-making	119
5. Health Program	89	5. Privacy and Confidentiality	120
6. Daily Life Programs	90	6. Best Interest of the Resident	120
7. Nutrition Program	91	7. Acceptance or Refusal of Service	120
8. Transportation Service	91	8. Cultural Awareness and Sensitivity	121
9. Administrative Meetings Program with Resident Women and Girls	91	9. Suspension or Termination of Services	121
10. Visitors' Program	92	10. Rights of Women and Girls Residents in the Shelter	121
11. Group Activities Program	93	<b>Roles and Responsibilities of the Staff within the Shelter</b>	122
<b>Specialized Services Provided by Shelters</b>	94	1. The Case Coordinator Supervisor	122
1. Case Management Methodology and Procedures	94	2. The Case Coordinator	122
2. Response and Intervention Procedures According to the Case Management Methodology	96	3. Accompaniment of Women and Girls Survivors of Violence and who are considered at risk Inside and Outside the Shelter	123
3. Referral System	98	4. The Psychologist	124
4. Services for the Children Accompanying Women	99	5. The Social Worker	124
5. Procedures for the Integration of Women and Girls with Disabilities	101	6. The Coordinator of Rehabilitation Programs and Recreational Activities	125
6. Procedures for Women and Girls with Mental Disorders	102	7. The Nurse	125
<b>Chapter VII: Information Management</b>	104	8. The Legal Specialist	125
1. Managing Information to Ensure Survivors' Privacy	106	9. The Specialist in Dealing with Children	125
2. Documenting Data for Each Survivor	107	10. The Support Services Team	125
3. Preserving and Disposing of Data and Records	108	<b>The Case Management Methodology and Procedures, and the Intervention and Referral Tools</b>	126
4. Information Sharing Protocols	109	<b>The Stages of Response and Intervention in Accordance with the Case Management Methodology</b>	130
<b>Chapter VIII: Managing Partnerships and Relationships with the Local / Surrounding Community</b>	110	1. The immediate response stage	130
1. Cooperating and Coordinating with Governmental Administrations and Security Institutions	112	2. The intervention stage	132
2. Developing Partnerships with Non-Governmental Service Providers	114		
3. Gaining Support and Advocating with Local Authorities and the Environment Surrounding the Shelter	114		

# Opening Remarks

## Speech by the Lebanese Minister of Social Affairs

Undoubtedly, combating violence against women and girls has become a pressing issue that is aggravated as the crises in Lebanon worsen, along with the increasing frequency and forms of violence perpetrated against women and girls who are among the most vulnerable groups at risk of multi-faceted violence.

The Ministry of Social Affairs prioritizes women's concerns in its vision and work, as working with survivors of violence and who are considered at risk is mainly based on a rights-based approach.

In light of the deteriorating socio-economic situation and the increasing need to provide specialized services to women and girls survivors of violence and at risk of further victimization, the Ministry contracts with a number of temporary safe shelters to protect women and girls survivors of violence. The Ministry values its partnership with civil society organizations, as these associations play an important role in this context and provide survivors with protection, care, and rehabilitation services. Despite the challenges faced by various actors working to combat violence against women and girls, being one of the most serious forms of discrimination against women, and believing in the necessity of uniting efforts at the national level, the Ministry of Social Affairs has spared no effort to improve women's conditions and work to support them by strengthening protection frameworks, which guarantee a safe environment for survivors, preserving their human dignity and promoting a culture of rights.

In light of its partnership with the National Commission for Lebanese Women, in light of the Ministry's active role in following up on the implementation of the National Action Plan for the Resolution 1325 issued by the United Nations Security Council and approved by the Lebanese government in 2019, and with the aim of enhancing the quality of services provided to women and girls survivors of violence in terms of care, protection, and rehabilitation, the ministry, together with the National Commission and with the support of the United Nations Fund, carried out a study in 2021 on «Determining the Basic and Minimum Standards for the Establishment and Management of Shelters for Survivors of Violence». Through this study, the ministry was able to form a clear picture of the reality of institutions and centers dedicated to women and girls survivors of violence in Lebanon. The study also concluded with a set of recommendations, most notably «Developing a package of standards for shelters». This step marked the beginning of the development of the "Temporary Shelters for the Protection of Women and Girls Survivors of Violence" in 2023, which includes the minimum standards that should be met in the establishment and management of any shelter dedicated to survivors of violence. These standards aim at regulating the work of shelters to be able to receive and provide care for female survivors seeking refuge, particularly as they are often accompanied by their children.

These standards have come comprehensively in terms of safety and protection conditions, psychological support, rehabilitation services, and mechanisms to provide diverse and specialized services available to survivors of violence. We highly hope that this step constitutes the beginning and the launching of coordinated and combined efforts within a unified framework to support institutions through a participatory and collaborative path. This path would ensure the provision of the best services and improve their quality, followed by other practical steps to develop a mechanism that helps those involved in shelters and the field of protection achieve a better reality that supports the survivors' recovery.

I thank everyone who contributed to this work, and I put this document at the disposal of those concerned with the protection of women and girls survivors of violence to enable them to confront it. We do trust that these standards constitute the future guarantee for ensuring the dignity of women survivors of violence, and we must work to provide an environment, which preserves the dignity of women and heals the wounds generated by the culture of violence.

Despite all the challenges that we are facing at the national level, we will continue to strive to achieve equality in terms of human dignity and rights and promote the development and advancement of our society. Our ambition is to develop and move forward towards justice, human rights, and gender equality. We believe that, in our society, each individual can contribute to forming a culture free of violence and founded on the principles of justice and respect for human beings.

**Dr. Hector Hajjar**  
**Minister of Social Affairs**

## **Speech by the President of the National Commission for Lebanese Women (NCLW)**

Unlike other crimes, addressing crimes of violence against women, whether committed within the family or in the context of human trafficking, requires ensuring the safety and protection of the victim, aside from punishing the perpetrator. Punishment alone is not enough to achieve justice. In these cases, the victim is exposed to crises that are difficult to overcome without society's support and assistance, and the first thing we need is to provide safety and security conditions. Thus, meeting this need is one of the primary objectives of any policy adopted to combat violence against women. It is worth noting that the establishment of shelters for women victims of domestic violence or human trafficking preceded the legislator's realization of the need to enact a law, which criminalizes domestic violence perpetrated against women. These centers were established thanks to the awareness of the civil society organizations concerned with the provision of humanitarian services, in response to the need to establish such centers for women victims of violence in order to empower them to live with dignity. Thus, the need to establish safe shelters for survivors of violence gradually became part of the State's social policies and then developed into establishing operational guidelines. In the midst of the meetings held to develop the National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace, and Security, the need emerged for an institutionalized integrated system that would ensure the protection and assistance of survivors of violence, and among the different interventions stipulated in the Nation Action Plan to achieve this result, an evaluation of the existing shelters was required. This assessment was the subject of a 2021 study prepared by the National Commission for Lebanese Women in partnership with the Ministry of Social Affairs and the United Nations Population Fund (UNFPA) on "Minimum Standards for the Establishment and Management of Shelters for Survivors of Violence", and the document we are launching here today was based on the findings of this same study. The shelters standards document dealt with guidelines that were distributed over eight areas: governance, human resources, engineering and structural standards, safety, security, and health management, identifying target groups, managing programs and services, managing information, managing partnerships and the relationship with the local environment. Some of these guidelines include mandatory standards and other advanced ones, which include additional elements to enhance the safety and quality of services. The main objective of this document, as stated in its mission, is "to provide survivor-centered quality services that ensure safety and security conditions in a supportive environment, which promotes recovery, rehabilitation, and reintegration".

This is indeed the objective set by the administrations and institutions overseeing the shelters for survivors of violence. The National Commission for Lebanese Women, the Ministry of Social Affairs, and the United Nations Population Fund (UNFPA) collaborated in the production of this document in order to facilitate the achievement of this objective by the organizations, administrations and institutions concerned.

May this work be useful to these administrations and institutions, which have thankfully taken upon themselves a great social responsibility in extending a helping hand to those who have been let down by life circumstances.

**Claudine Aoun**  
**President of the National Commission for Lebanese Women**

## Speech by the Head Office - UNFPA Lebanon

It is with great pride that I introduce the “Standards of Temporary Safe Shelters for the Protection of Women and Girls Survivors of Violence”. This document represents a significant milestone in our collective efforts to combat violence against women and girls and to provide them with the protection, support, and dignity they deserve. In Lebanon, as in many parts of the world, the pervasive issue of violence against women and girls continues to inflict physical, psychological, and emotional harm on countless lives. Addressing this grave concern necessitates not only unwavering commitment but also the formulation of comprehensive, standardized guidelines and procedures to guide our response.

One cannot overstate the significance of the collaborative efforts between the United Nations Population Fund (UNFPA), the National Commission for Lebanese Women (NCLW), the Ministry of Social Affairs (MOSA), and ABAAD – Resource Center for Gender Equality. The development of these standards showcases the power of partnerships and collaborative efforts.

These standards are not just words on paper; they are a testament to our shared dedication to safeguarding the rights, safety, and dignity of women and girls in Lebanon. They provide a roadmap for the effective operation of shelters, ensuring that survivors receive the comprehensive support they need. These procedures encompass every aspect of care, from initial intake to rehabilitation, from legal protection to psychosocial support.

As we embark on the journey of implementing these standards, let us remember that this is not the end but a beginning. Our work to combat violence against women and girls in Lebanon is ongoing and evolving. We must remain persistent in our commitment to translating these procedures into meaningful action, ensuring that every survivor finds refuge, support, and justice.

I extend my gratitude to NCLW, MOSA and ABAAD and to all those who have contributed to the development of these Standards. Let us continue our collective efforts to emphasize that violence against women and girls will not be tolerated, and that their safety and dignity will always be our priority.

**Asma Kurdahi**  
Head of Office, UNFPA Lebanon



# Introduction

Setting quality standards for temporary safe shelters for women and girls survivors of violence, though ambitious, is the best guarantee of a quality level of care, protection, and rehabilitation. It is worth noting that these standards include a wide range of guidelines that largely intersect with each other on one hand, and complement each other on the other, ensuring consistency and comprehensiveness. This aims to provide quality management of vital facilities that host individuals in sensitive situations. This document also includes the conditions of safety, security, and protection in addition to providing services and programs to help women and girls in rehabilitation and reintegration. This confirms that there are aspects common to a number of standards, which are reflected in the guidelines, while the purpose behind their presence, however, varies from one standard to another. Resorting to details in the formulation of guidelines aims at providing the concerned administrative and/or monitoring authority with the ability to develop appropriate evaluation tools and formulate a list of accurate indicators that would contribute to measuring the extent to which the shelter complies with these standards. For further clarification, for instance, regarding the standard on engineering and structural standards, reference is made to the provision of the necessary household appliances and tools, while in the standard related to the management of programs and services provided by the shelter, reference is made to these same items in terms of the daily life program for the women and girls residing in the shelter... This may apply to more than one standard and guideline. In this document, the term "shelter" is used to refer to the "temporary safe shelter for the protection of women and girls survivors of violence" or who are at risk due to their presence in a life-threatening environment that may expose them to various types of violence and exploitation. The term "survivor" is used to refer to "women and girls survivors of violence".

On the other hand, it is useful to note that, regardless of the legal form governing the operation and establishment of the "temporary safe shelters for women and girls survivors of violence" in Lebanon, the governance and management of the shelter are guided by the structural, administrative and organizational frameworks, which regulate its work in terms of accountability, monitoring, planning, approving dismissal, and reporting in accordance with the regulations in place.

This document is built on the findings of the study and forms a cornerstone in defining the basic standards necessary for the establishment of shelters for survivors of violence, while emphasizing the following pillars:

- Adopting the name "temporary safe shelters for the protection of women and girls survivors of violence" since it emphasizes the specialization in terms of protection and adopts the temporary status in a way that requires rehabilitation and social reintegration.
- Development of these standards which is an essential step towards excellence in the provision of quality protection services in a safe manner, which preserves the human rights and dignity of all women and girls survivors of violence and who are considered at risk.

This document comprises eight core standards, each of which has a specific set of guidelines that can be categorized into two levels:

- **A basic level:** it includes the mandatory basic standards that must be adopted in the shelter, without which, it is not viable to host survivors and provide them with the services of temporary safe shelters for women and girls survivors of violence and who are considered at risk.
- **An advanced level:** it includes, in addition to the basic standards mentioned above, additional elements of quality and safety that are useful but not binding. They are optional for the shelters, which are willing to develop and excel.

These standards ensure that safe shelters are committed to providing high-quality services in accordance with the minimum standards of care and human rights. Each standard has a set of elements or guidelines that help in its implementation, and, at a later stage, contribute to the development of performance indicators, which measure the extent to which the shelters comply with the implementation of these standards and their essential conditions.

These eight criteria are as follows:

**Governance:** it includes the elements of wise leadership, organization, shelter management, and general strategic procedures that would ensure the safety and privacy of survivors.

**Human resources:** it includes the human resources plan as well as procedures that ensure the presence of a group of qualified and competent individuals to meet the needs of the target group.

**Engineering and structural standards:** they form the basis according to which the appropriate specifications of space and technical and logistical conditions are determined for the reception of survivors.

**Management of safety, security, and health:** it addresses all the guidelines related to the safety and security of the shelter and its residents.

**Target groups:** they identify the groups received in the shelter as well as their rights and duties.

**Managing programs and services:** it includes a range of basic life and care programs in addition to specialized services for rehabilitation and psychosocial recovery in order to provide quality care and services within a holistic, multidisciplinary human rights-based approach, which is survivor-centered.

**Information management:** it addresses the implementation of the principles of information management, their preservation, and sharing in a way that guarantees the protection of the privacy, security, and safety of survivors.

**Managing partnerships and relationship with the local community:** it ensures the cooperation, coordination, and building of local alliances and support networks for shelters.

## The Normative and Conceptual Framework

1. **Gender equality:** it denotes equal rights, opportunities, resources and rewards for men, women, boys and girls. Equality does not imply that women and men are the same, but rather that they can enjoy rights, opportunities in life chances that are not governed or limited by their gender.
2. **Discrimination against women:** it is any form of distinction, exclusion, or restriction made on the basis of sex, resulting in impairing, nullifying, or belittling women's recognition of human rights and fundamental freedoms in political, economic, social, cultural, civil or any other field and impeding their exercise of those rights, irrespective of their marital status and based on gender equality.
3. **Gender equity:** it is the provision of fairness and justice in the distribution of resources, benefits, and responsibilities between women and men. This concept recognizes that there are differences in needs and strengths between women and men, and that these differences must be identified and addressed in order to correct the existing gender imbalances. Equity is treating women differently from men to correct existing inequalities and achieve equality.
4. **Violence against women and girls:** it is any act of violence based one's gender, that results, or is likely to result, in physical, sexual, or psychological harm or suffering to a person because of his/her gender or social role in a society or culture. It includes threats of such acts, harmful spousal practices, non-marital violence, sexual violence associated with exploitation, rape, sexual harassment and intimidation in the workplace, in or outside school, trafficking of women and girls, sexual exploitation, and forced prostitution. In most cases, a person does not have the option to refuse or resort to other options without entailing severe economic, physical, psychological, or social consequences.
5. **Women's empowerment:** it is the inner strength/resilience of women and their ability to rely on themselves through the process of building awareness and capabilities. This leads to more participation, increased decision-making capacity, and, consequently, achieving transformative social change.

## Temporary Safe Shelters for the Protection of Women and Girls Survivors of Violence

### Vision:

"A friendly, protective and safe environment where women and girls live in dignity and freedom and are provided with high-quality specialized services that meet their needs and adhere to standards of care and human rights".

### Mission:

"To provide survivor-centered quality services that ensure safety and security conditions in a supportive environment, which promotes recovery, rehabilitation, and reintegration".

### Objectives:

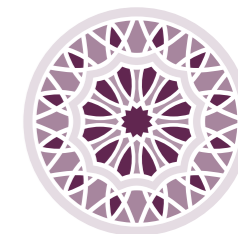
1. Secure a safe place to protect women, girls, and children survivors of violence or are at risk of violence due to their presence in an environment that endangers their lives and may expose them to various types of violence and exploitation. Provide rehabilitation and empowerment programs for them and build their capacities to live in society with independence and dignity.
2. Equip women and girls survivors of violence and who are considered at risk with various skills through training, rehabilitation programs, and psychological, social, legal, and health support programs. Address their needs in a way that preserves their dignity and security after leaving the shelter.
3. Providing family counseling in cases where the situation may permit it based on the request of the survivor or at-risk in some cases that do not expose the applicant to further risks, violence or harm.
4. Network with relevant parties concerned with violence issues to enhance access to resources and services for survivors of violence.

## Basic Guidelines

1. Adopt a human rights approach to working with women based on respect for the human dignity of women and girls survivors of violence and who are considered at risk and all concerned individuals involved in the intervention.
2. Adhere to internationally recognized standards stipulated in the Universal Declaration of Human Rights.
3. Ensure the security and safety for women and girls survivors of violence and who are considered at risk
4. Recognize the rights and needs of women and girls and tailor interventions that meet their needs in crises of all types.
5. Emphasize the active and effective participation of women and girls survivors of violence and who are considered at risk in all stages, procedures, and intervention programs provided by the shelter, and ensure that the choices and decisions are based on informed consent.
6. Focus on empowerment and capacity-building measures and interventions for women and girls survivors of violence and who are considered at risk
7. Engage women and girls survivors of violence and who are considered at risk in strategic planning within the limits and scope of work of the shelter.
8. Maintain professionalism and respect for the privacy of survivors by all service providers in the shelter.
9. Consolidate supervision, monitoring, and accountability by the shelter's management on the procedures and processes adopted and implemented within the shelter.
10. Identify indicators for evaluating the results that are rights-based and equality-focused in planning, methodology, programs, and results.

## Standards and Guidelines

## Chapter I: Governance



## 1. The shelter establishes and implements an administrative and organizational structure

### Guidelines:

- The shelter's management implements the approved administrative system.
- Responsibilities and roles for human resources are defined and documented in internal systems.
- The shelter's management secures a legal framework that governs the establishment of the shelter (licensing) according to the statutory laws.
- The shelter's management establishes a functional control system for monitoring and supervision, outlining internal accountability mechanisms and documenting precise procedures for incentives, rewards, and penalties.

## 2. The shelter is managed by a director with clear and specific roles and responsibilities

### Guidelines:

- The director oversees administrative, executive, financial, and technical affairs within the shelter.
- The director organizes work, distributes roles, and ensures coordination among the team members.
- The director prepares the annual operational plans of the shelter and supervises the implementation of projects and related activities.
- The director ensures effective communication with all external parties, including various partners of the shelter.
- The director implements the general policies and guidelines adopted at the shelter and supervises the work of the team members.
- The director monitors, evaluates, and takes the necessary corrective measures and actions in a timely manner and as needed.

## 3. The shelter's management implements a transparent financial system

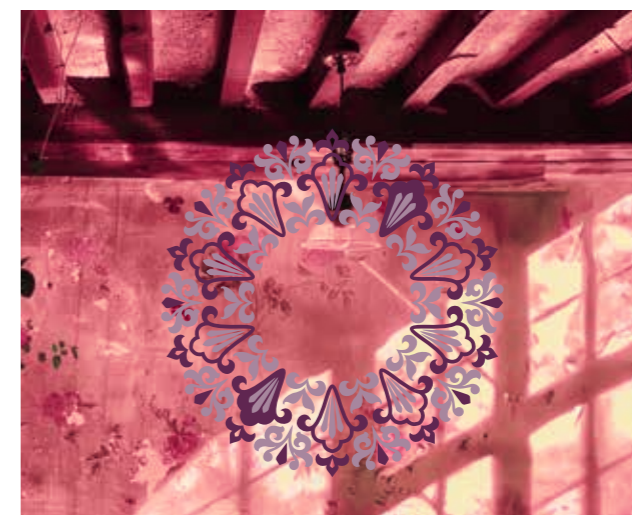
### Guidelines:

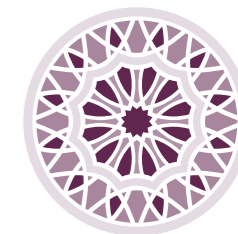
- The shelter's management sets an approved and documented budget.
- Disbursements and expenditures are handled by a qualified and competent personnel under the supervision of the shelter's competent administrative authority.
- Purchases and disbursements are documented in financial records and subjected to audits, accounting and accountability

## 4. The shelter's management allocates the necessary funds to ensure the continuity of services in the shelter

### Guidelines:

- The shelter's management allocates the necessary budgets for covering the shelter's operations and services.
- The shelter's management secures external funding from unconditional donations and grants while respecting the privacy and confidentiality of the residents of the shelter.
- The shelter's management implements fundraising programs to attract donations needed to support the activities of the shelter.
- The shelter's management secures government funding through contracting with the competent official administrations and departments.





## 5. The shelter's management develops and implements a quality management plan to ensure high-quality services and the safety of the residents of the shelter

### Guidelines:

- The shelter's management develops a quality improvement plan based on a prior assessment of needs and services.
- The shelter's management implements and monitors the quality improvement plan, and evaluates it annually through precise indicators.
- The shelter's management prepares annual reports on key performance indicators and submits them to the relevant administrative authority in accordance with the nature of the institutional system governing the work of the shelter.

## 6. The shelter's management adopts ethical guidelines for working with women and girl survivors in shelters

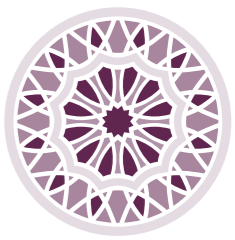
### Guidelines:

The shelter's staff, each within their position and the limits of their prerogatives and responsibilities, are committed to applying the guidelines for working with women and girl survivors:

- **Safety:** Ensure the safety of the survivor, her family, and the service providers at all times, and provide a safe environment.
- **Confidentiality:** Respect the confidentiality of the survivor and her accompanying children, and abstain from sharing any of the information she provided without her consent.
- **Respect:** Respect the privacy, wishes, choices, rights, and dignity of the survivor.
- **Non-discrimination:** ensure non-discrimination in providing services to survivors and ensure fair and equal treatment

- **Informed consent of the survivor:** obtain the consent of the survivor in all matters of concern.
- **Non-victimization:** non-victimization of women and girls survivors and making no prejudgment.
- **Survivor-centered care** in the provision of services, care, rehabilitation, and reintegration.
- **Collective responsibility, accountability, and transparency.**
- **Effective access to all services,** including the accommodation of the needs of people with disabilities.
- **Provision of basic needs:** such as food, clothing, safety, and security to meet the basic needs of the survivor.
- **Coordination:** Maintain the provision of coordinated, multi-sectoral, and inter-organizational services to prevent and respond to violence against women and girls.
- **Ensuring a favorable atmosphere:** Show attention and care to the survivor, listen to her calmly, avoid sharp questions, and make sure to meet her basic needs in the first place.





## 7. The shelter's management develops and implements a policy of prohibition of all forms of violence and prevention of sexual exploitation and abuse

### Guidelines:

- The shelter's management prohibits all forms of violence, exploitation, and sexual activity within the shelter.
- The shelter's management develops safe and transparent mechanisms for reporting concerns or suspicions regarding sexual abuse or exploitation.
- The shelter's management entrusts a qualified and trained person to oversee cases of violence and sexual exploitation.
- The shelter's management implements the methodology of case management for child protection in accordance with the standard operating procedures (SOPs) for the protection of juveniles in Lebanon.
- The shelter's management implements unified executive procedures for case management of survivors of violence and who are considered at risk.



## 8. The shelter's management adopts an ethical code of conduct to which all employees adhere

### Guidelines:

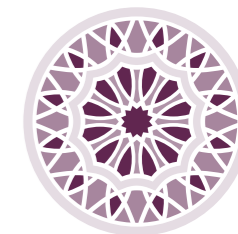
- The shelter develops a code of conduct that defines the ethical and professional standards governing the relations among all those present in the shelter.
- The code of conduct outlines procedures for submitting complaints and the consequences for misconduct and breach of ethics.
- All employees endorse and sign the code of conduct, and it is kept in their personal files.
- All shelter employees receive training on the code of conduct, as well as other required specialized trainings.
- The code of conduct includes the following elements: (Appendix No. 1)

The professional principles and standards that employees must adhere to

The equitable access to the services provided by shelters without discrimination based on gender, color, race, religion, political creed, socio-economic class, nationality, or identity

- Acceptance and tolerance
- Privacy and confidentiality
- The best interests of the resident
- Acceptance or rejection of the service
- Awareness and sensitivity of certain cultures
- Discontinuation or termination of the service
- The rights of women and girls residents of the shelter





## 9. The shelter's management develops and implements a clear and explicit mechanism for filing and responding to complaints

### Guidelines:

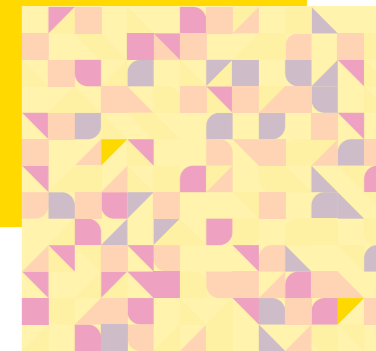
- The shelter provides a clear complaint mechanism for residents concerning the violations committed against them by the staff.
- The shelter provides specific procedures for verifying and responding to allegations or complaints made.
- The shelter's management conducts periodic surveys to measure the satisfaction level of residents and staff with the services it provides.
- All staff and residents of the shelter sign and are trained on the "Code of Conduct".
- The management clearly disseminated all behavioral rules among residents, staff and other individuals present at the shelter, including the children accompanying the survivors.

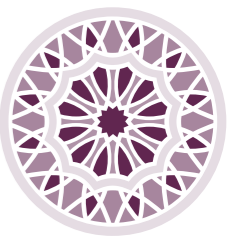


## 10. The shelter's management implements a system for monitoring and evaluation in order to develop policies and enhance the quality of the programs provided by the shelter

- The monitoring and evaluation process in the shelter is carried out on two levels: internal and external.
- The director of the shelter carries out the first-level evaluation in coordination with the team through:

- Monitoring daily activities and measuring the progress level based on indicators for achieving program-expected results
- Holding weekly meetings with staff to review the weekly workflow and discuss achievements and challenges
- Holding a weekly meeting with resident women and girls to hear their points of view on the services and activities provided
- Documenting minutes of these weekly meetings
- Circulating the minutes to all staff, women and girl survivors residing in the shelter
- Informing all staff and residents of the decisions that have been agreed upon
- Keeping and documenting these reports by the shelter's management
- Preparing quarterly reports on the work progress every three months
- Submitting all reports to management reference for study and discussion aiming to adopt supportive actions for sustaining its operations
- Preparing annual reports to be used in the process of improving the work plan of the shelter for the following year





- The second-level evaluation is periodically contracted out to an external party, covering all processes and procedures carried out by the shelter while focusing on issues related to governance, management, accountability, and transparency.
- The external party evaluates both the services provided to resident women and girls and the partnership frameworks formed with the civil society organizations and governmental institutions.
- The external evaluation team shall be adequately qualified and impartial and shall operate under terms of reference prepared by the shelter’s management.
- Both the director and the staff working at the shelter are committed to providing all the needed facilities and information to ensure that the evaluation team has access to all the elements related to the work of the shelter.

### 11. The shelter’s management documents and develops the annual strategic and operational plan

#### Guidelines:

- The shelter’s management prepares the strategic plan for the shelter within a participatory survivor-centered approach, which is to include a set of strategic objectives:

- Ensuring that women and girls have easy access to appropriate services
- Activating the partnership with all concerned stakeholders to enhance and consolidate the ability of the shelter to carry out its role
- Enhancing the contribution of the shelter in translating its vision and mission into policy-making processes in the field of protecting women from violence
- Spreading awareness of violence against women, gaining support, and advocating for women's rights
- Enhancing the opportunities to provide the necessary funding to ensure the continuity of the shelter work and the expansion of its activities and services
- Increasing the efficiency and speed of the shelter response to the needs of women and girls survivors of violence and providing them with comprehensive services

- The annual operational work plan of the shelter is prepared, which includes:

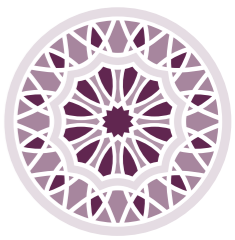
- Translating the strategic objectives into objectives and results
- Designing projects, programs, and activities and determining responsibilities
- Establishing timelines and determining the necessary resources for implementation

### 12. The shelter’s management sets the crisis intervention methodology

#### Guidelines:

- The shelter’s management develops and implements a methodology for intervention during crisis by survivors within the shelter.
- The crisis intervention steps are defined as follows:

- Determining the severity of the crisis or the problem at hand:** immediate steps should be taken to protect the survivor and the people around her
- Showing empathy:** the initial response to a survivor going through a crisis should involve showing empathy and understanding the emotions expressed
- Restoring the situation back to normal** by reducing the chaos and confusion that have occurred. Ask women and girls to stay as calm as possible in order to take concrete steps
- Exploring the problem, verifying it, taking the necessary actions, and collecting information about the existing problem from a variety of sources**
- Managing the symptoms** by providing emotional first aid to the resident survivor who is in crisis
- Developing an action plan** to address problems raised



### 13.The shelter’s management sets the shift schedule in the shelter

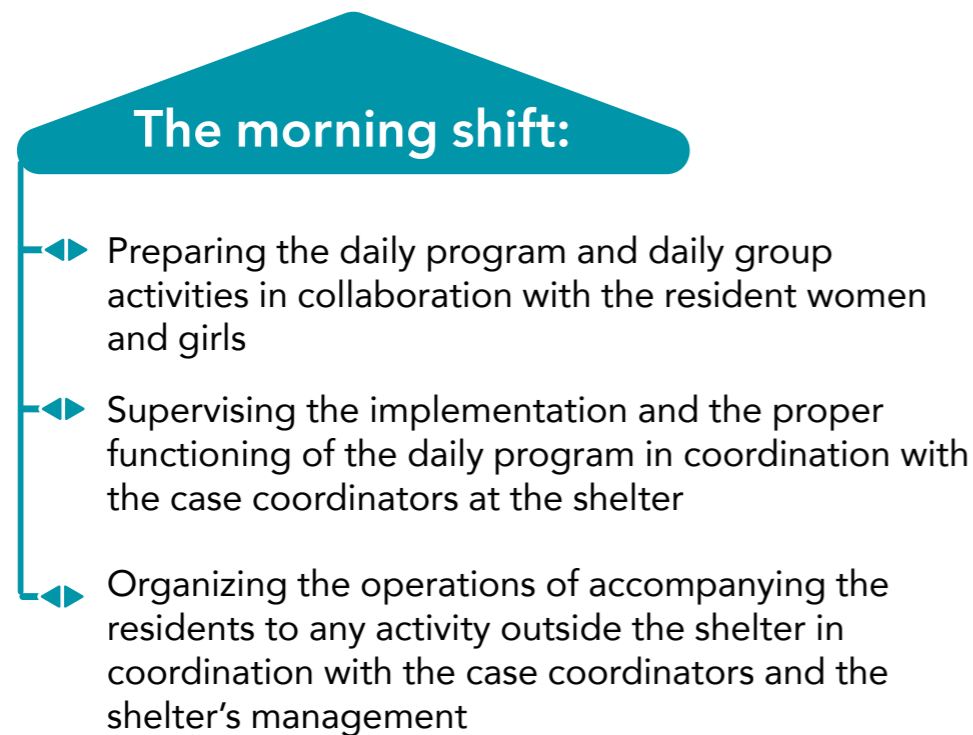
**Guidelines:**

- The shelter’s management sets the shift schedule and divides it into three shifts: morning, evening, and night, and makes sure it is applied.
- Each staff member fulfills not more than one shift during the day.
- Shift staff document all observations about behavior of women and girls hosted at the shelter in a notebook when handing over their shift.
- Documenting observations becomes a comprehensive and periodic evaluation source of the resident in the shelter, on which the case coordinators base their interventions in coordination with the case management team.
- The shelter’s management considers the proportionality of the number of shift staff on duty to the number of residents.
- The 24-hour shift procedures in shelters are determined as follows:

#### The morning shift

its period extends from eight in the morning until four in the evening

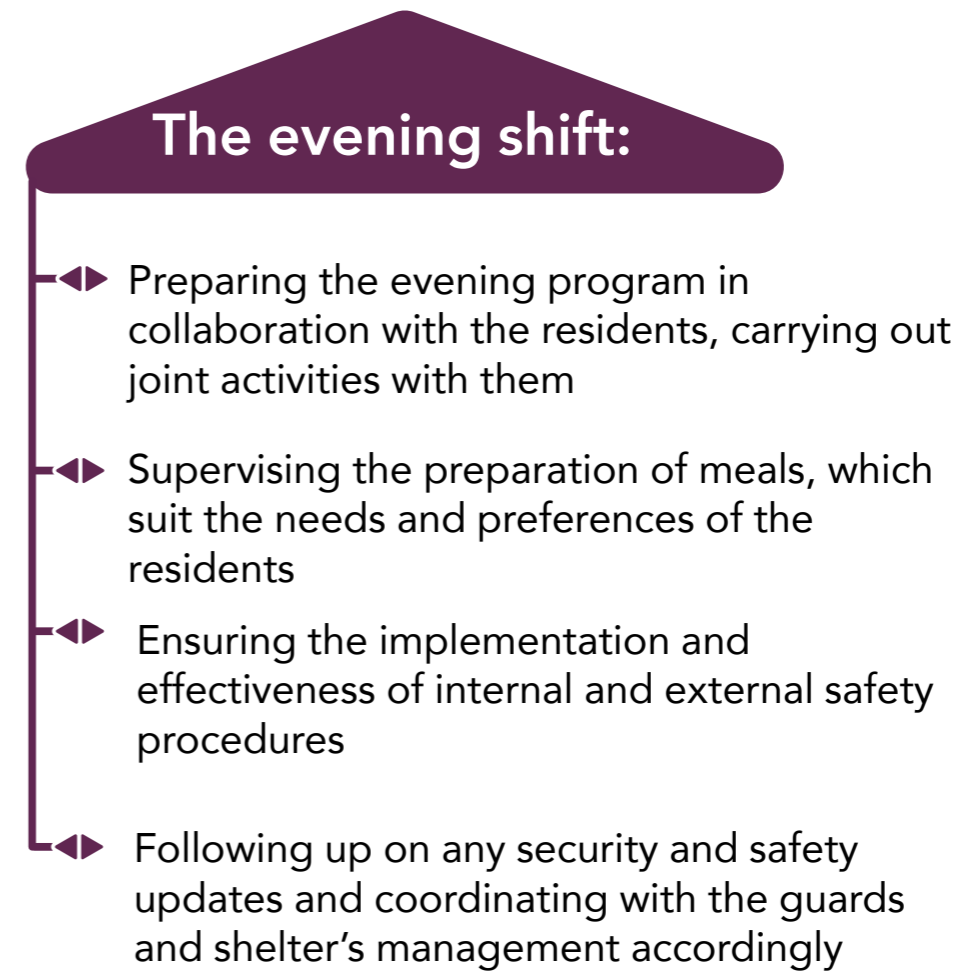
- During the morning shift, the shift staff performs the following tasks:

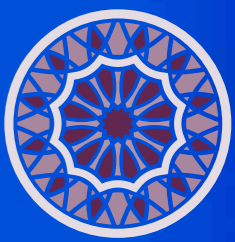


#### The evening shift:

its period extends from four o’clock in the evening until twelve o’clock at night

- This shift is fulfilled by more than one staff in accordance with the number of residents and according to anticipations of any relapses
- During the evening shift, the staff on duty performs the following tasks:





## The night shift

its period extends from twelve o'clock at night until eight o'clock in the morning

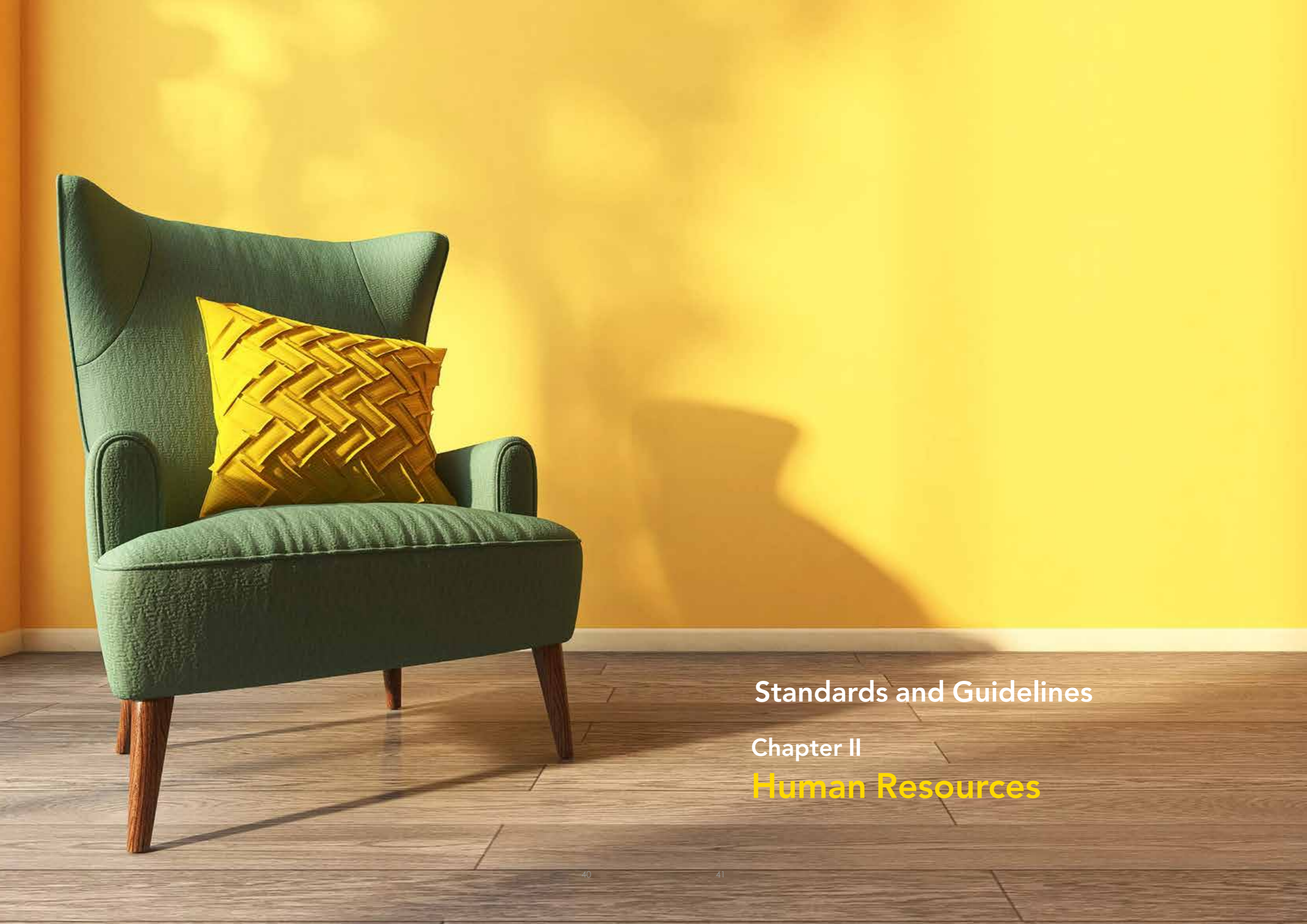
- Staff on duty remain highly vigilant during this period
- This shift is fulfilled by more than one staff in accordance with the number of residents within the shelter and based on anticipations of the need for any rapid and urgent intervention
- During the night period, the staff on duty performs the following tasks:



### The night shift:

- ◀▶ Securing a comfortable and safe sleep environment for the resident's women, girls and children accompanying them, and ensuring the commitment of the sleep schedule set by the shelter's management
  - ◀▶ Ensuring the implementation of safety procedures, the closure of all shelter doors, and the effective functioning of the external surveillance cameras
  - ◀▶ Staying up all night by implementing rotational shiftwork among the staff members on night duty to ensure the safety and security of the residents
- Before leaving the shelter, the staff on duty prepares and submits daily reports to update the shelter's management with the status of resident women and children and of any action that needs to be taken.





## Standards and Guidelines

### Chapter II

## Human Resources



## 1. The shelter’s management implements a human resources plan

### Guidelines:

- A human resources plan specific to the shelter is developed and documented.
- The human resources plan includes the roles and responsibilities assigned to all staff and residents of the shelter. (Appendix No. 2)
- The human resources plan includes standardized mechanisms for recruitment, evaluating employees, determining wages, consequences of negligence and misconduct, grievance procedures, dismissal and termination procedures...

## 2. The shelter’s management documents a separate file for each employee

### Guidelines:

- A personal profile is to be created for each employee at the shelter. The employee file includes, but is not limited to, the following:



- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• A copy of the identity card</li> <li>• The full name and address</li> <li>• The contractual agreement/ the hiring decision (where applicable)</li> <li>• The job description</li> <li>• A certified copy of academic certificates</li> <li>• The permission to practice the profession (where applicable)</li> <li>• The criminal record</li> <li>• Results of pre-employment medical examinations (where applicable)</li> </ul> | <ul style="list-style-type: none"> <li>• A copy of the National Social Security Fund membership card</li> <li>• A copy of the Code of Conduct signed by the employee</li> <li>• Penalties and violations (where applicable)</li> <li>• Annual, sick, and family leaves</li> <li>• Profile of continuing education, training, professional experience, academic qualifications</li> <li>• A comprehensive resume</li> </ul> |
|---|--|

## 3. Each worker in the shelter has a documented job description and specific responsibilities to be assumed

### Guidelines:

- The job description of each worker in the shelter is determined.
- The roles and responsibilities of workers are clearly defined.
- Competencies, trainings, educational qualifications, and experience of workers are commensurate with the job description.
- Workers are subject to a three-month probation period.
- Workers are subject to an annual performance appraisal system.

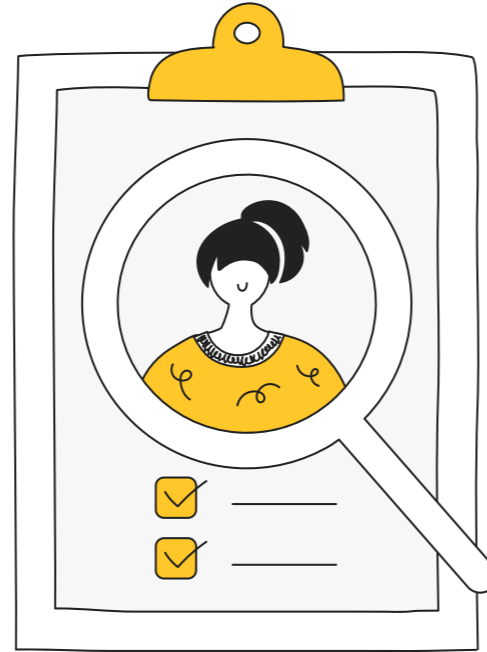




## 4. The shelter's management is to implement and document recruitment procedures

### Guidelines:

- An appointment/recruitment committee headed by the director, representatives of the institution, and specialists in human resources and the technical team is established in accordance with the type of the required positions.
- The initial job description and the TOR, the general and technical standards for each position are set, including specific qualifications required of each personnel among which are the following:



Demonstration of positive attitude towards dealing with survivors of domestic violence

Adherence to the guiding principles of working with women and children

Understanding of the principles of human rights in general and women's rights in particular

Having scientific and academic qualifications and experience that suit the position he/she holds

Understanding and assimilation of the mission and objectives of the specialized role within the shelter

- Applications are screened and a shortlist of candidates is prepared on the basis of personal qualifications and technical competence.
- Personal interviews are conducted with all shortlisted candidates based on their abilities, psychological well-being, and technical skills and competencies in the field of care for survivors of violence.
- The selection and hiring decision and the employment contract are made by the committee.



## 5. The shelter's management implements recruitment strategies to attract volunteers

### Guidelines:

- The shelter's management sets an objective plan to attract volunteers and determine their course of work and the related tasks required.
- Criteria for selecting volunteers are set in accordance with the type of tasks required.
- Volunteers are trained and prepared to work and are integrated while maintaining the confidentiality of the shelter. They are introduced to their expected roles and tasks in line with the mission and vision of the shelter.
- Volunteers are subject to supervision and monitoring for the tasks they perform and are provided with support and guidance when needed.
- Volunteers are provided with incentives by recognizing their efforts and contributions to the work's success, which help retain them and ensure the sustainability of volunteer work in the shelter.

## 6. The shelter's management develops a program for mental health and occupational safety of employees

### Guidelines:

- It establishes documented procedures for the prevention of stress and occupational injuries by:

Identifying work-related risks and relevant methods of management

Identifying work-related stress risks and relevant methods of management





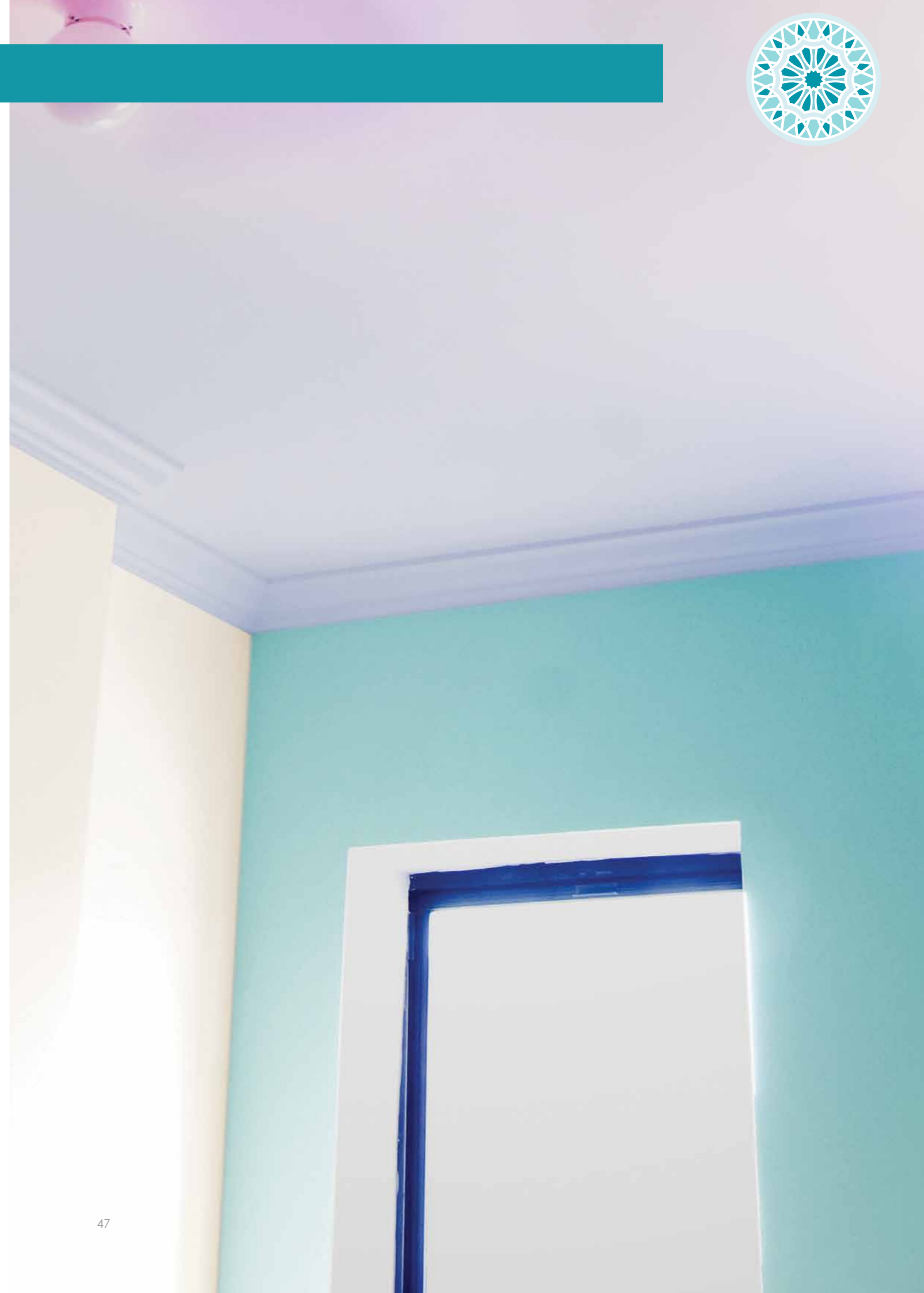
- It documents the results and indicators of the staff evaluation by using tools, which allow team members to express their feelings and interests.
- It encourages the participation of the staff in the decision-making process to ensure their involvement in the work environment.

## 7. The shelter’s management strengthens the capacities of its staff by providing them with the necessary skills and knowledge in order to increase their effectiveness in service provision and program implementation

### Guidelines:

- The shelter’s management conducts an annual assessment of the trainings, qualifications and skills needed by all staff, using performance evaluation and quality control data, the supervisor’s observations, etc.
- It identifies training needs of the staff in accordance with the qualification and skill gaps observed for each job and based on the risk level and the need to support new processes and procedures for the provision of the services enlisted within the role assigned.
- The shelter’s management proposes a continuous capacity-building plan on an annual basis aiming to empower and advance the capacity of the shelter’s staff.
- It records and documents the training and qualification programs undertaken by the staff in their personal files.
- It provides continuous trainings to develop the skills of staff on the following topics:

- ◀ National and international mechanisms, laws, legislation and concepts related to cases of violence
- ◀ Guidelines and methodologies for case management, procedures for dealing with cases, mechanisms for assessing the level of risk factors, and preparing intervention plans in coordination with the existing work team and following up on their implementation
- ◀ Methodologies of scientific analysis and strategic planning, time management, conflict resolution skills, project management, the use of modern technology tools, management, leadership, training and supervision, data collection and management, and reporting
- ◀ Documentation and advocacy skills





# Standards and Guidelines

## Chapter III

# Engineering and Structural Standards of the Shelter





## 1. The geographical location of the shelter is decided in a way that ensures a safe, secure, and risk-free environment for the survivors

### Guidelines:

- The shelter is located in a self-contained and sustainable building.
- It is easily accessible.
- It offers sufficient privacy and hiddenness.
- It is located in close proximity to public services and away from pollution and noise.
- It is accepted by the surrounding environment

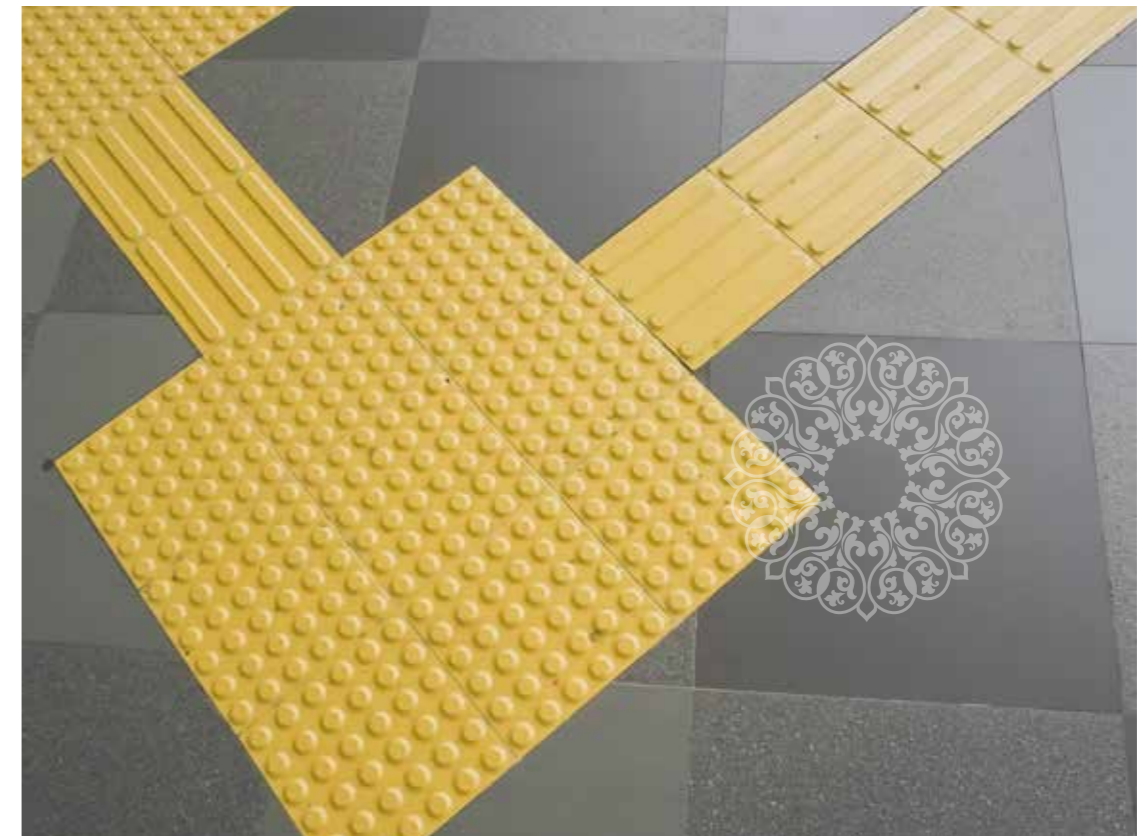
## 2. Sufficient internal and external space available for the division of the building

### Guidelines:

The shelter is divided into separate rooms to serve different purposes as follows:



- The shelter includes rooms suitable for educational and recreational activities such as reading, arts, learning, sports and various skills, in addition to enough space for holding age-appropriate recreational and educational activities for children.
- Separate rooms are designated for administrative staff, close to the places of residence and living rooms of the resident women and girls.
- Appropriate rooms are allocated for service providers to offer private and confidential individual and group counseling sessions, as well as case management sessions.
- A multi-purpose meeting room is reserved and equipped for lectures.
- A well-equipped room is dedicated to health services.
- Specialized engineering facilities are secured in the shelter to accommodate people with disabilities.
- The shelter is equipped with an outdoor garden, – if possible – characterized by privacy, security, and protection to residents.





### 3. The shelter's capacity is determined

**Guidelines:**

- The shelter's physical space provides adequate capacity for the provision of services normally, while avoiding overcrowding.

The area of one activity hall is no less than 16 m <sup>2</sup>	The kitchen area is commensurate with the area of the building and the number of its occupants, while considering the proportion of 10% to 15% of the building floor area	The dining room area must be equivalent to that of the living room
---	---	--

- The number of rooms available for the accommodation of the residents is proportional to the number of women and girls survivors of violence and who are considered at risk in order to ensure their privacy.

Provide a personal space for each survivor ranging between 2 and 3m <sup>2</sup> in the living room for shelters hosting between 10 and 20 survivors	Provide a personal space for each survivor ranging between 1.5 and 2m <sup>2</sup> in the living room for shelters hosting more than 30 survivors	Accommodate each survivor accompanied by her children in one bedroom by securing two high beds per room with a closet to fit the survivor and her children's belongings, given that the area of the room ranges between 10 and 14 m <sup>2</sup>
Allocate a sleeping area for children under two years of age that is no less than 2m <sup>2</sup> per child, while providing the child with a separate bed next to his/her mother's bed	Accommodate every two survivors in one bedroom with two beds and a closet, given that the distance between the two beds is no less than 60 cm and the area of the room ranges between 10 and 14m <sup>2</sup>	

- The requirements of the area reserved for technical and administrative personnel are commensurate with the nature of their assigned tasks.
  - Allocate an area of 12m<sup>2</sup> for the administration office and 9m<sup>2</sup> for the secretariat office, if available
  - Allocate an area of 9m<sup>2</sup> for the room reserved for professionals.
  - Allocate an area of 12m<sup>2</sup> for the meeting room
- The shelter provides an outdoor space that is proportional to the maximum capacity.
  - Provide each survivor with an external area of no less than 1.5m<sup>2</sup>

### 4. The shelter is equipped with restrooms for adults and restrooms for children

**Guidelines:**

- The shelter is equipped with at least one bathroom for each living room and a shared one for staff.
- Bathrooms include a shower and a water hose.
- The shelter includes a separate restroom for children equipped with washbasins that are suitable for different ages of children.

### 5. Storage room with proper ventilation and sanitary conditions

**Guidelines:**

- Allocate a storage space to keep quantities of large equipment/supplies and basic raw materials.
- Equip the shelter with locked storage spaces for storing chemicals, detergents, and sterilization materials.
- Equip the shelter with a space for food storage in a hygienic and safe manner, and ensure the installment of ventilation and refrigeration that suit the types of food items stored.
- Allocate a space for storing the materials, supplies, and tools, which are necessary for the implementation of various activities.





## 6. Availability of all the equipment necessary for the sustaining work, providing services and daily life activities

### Guidelines:

- The bedrooms of the women and girls residents at the shelter are provided with appropriate furniture; each resident is provided with a bed and a closet to guarantee their privacy, and a shelf or box to keep their belongings.
- The shelter provides the residents with the appropriate furniture and furnishings in the living rooms such as a table, chairs, shelves for storing books and tools and in the places designated for activities and receiving visitors.
- The administration offices and the rooms reserved for the specialists working with the residents are provided with appropriate office furniture as well as safes for keeping files and records in order to ensure the confidentiality of information.
- The health services room is provided with the necessary equipment (a refrigerator for storing medications, an inspection room, a first aid kit).
- A library is provided with appropriate furniture such as tables, chairs, cupboards, as well as books and stories in various fields, different educational and pedagogical aids, and computers.
- The shelter's management implements safety and prevention measures of furniture as well as regular maintenance procedures to prevent damage.

## 7. The kitchen at the shelter is provided with the appropriate equipment and the necessary appliances

### Guidelines:

- Equip the kitchen with cooking utensils and glassware, and pack them securely and tidily.
- Equip the kitchen with the necessary electrical appliances for preparing, preserving, and serving food in accordance with health regulations and laws, such as a freezer, a refrigerator, an oven, etc., in addition to cooling and heating devices.

- Apply the protocols for preserving the sanitation and sanitization of the kitchen surfaces and cooking utensils during and after each food preparation.
- Apply the maintenance procedures for electrical tools and equipment on a regular basis.

## 8. The shelter is provided with the necessary cleaning, washing, and ironing devices

### Guidelines:

- Provide a washing and drying machine, a suitable laundry rack, an iron, and a vacuum cleaner.
- Take the necessary measures to check the ventilation connections and water hoses and clean the washing and drying machine from the remnants of laundry after each use.
- Make the necessary arrangements for cooperating with external laundry services if they are not available at the shelter.

## 9. Heating and air conditioning devices are sustainably available at the shelter

### Guidelines:

- Central air conditioning and heating systems are available according to the seasons.
- The temperature control in each room is set in accordance with the needs of the residents.
- Air conditioning and heating devices are subject to regular maintenance.





## 10. The shelter's management provides a system for natural ventilation and lighting in all public and private spaces

### Guidelines:

- All rooms in the shelter are provided with quality and sufficient natural and artificial lighting.
- The rooms are provided with systems for air conditioning, natural ventilation, and heat control.
- Preventive measures are taken for the regular maintenance of ventilation, heating, air conditioning, and lighting.

## 11. Potable water, electric power, and alternative energy sources are available at the shelter

### Guidelines:

- Drinking water and electric power are permanently and continuously available.
- A backup power system is available and is regularly tested and maintained.
- The shelter provides the necessary quantities of fuel for the operation of generators in case they are needed for power generation.
- Sufficient quantities of household fuel (gas, diesel, oil) are available and stored securely.



56

## 12. The shelter's management adopts appropriate types and colors of paint decors

### Guidelines:

- Adopt premium class paint that does not cause any kind of allergy.
- Apply easy-to-clean paint on walls, doors, and windows, and ensure color consistency.
- Perform regular maintenance work, renew the coating whenever necessary, and use starch insulating materials.
- Use decorative items (paintings, antiques...) to add the aesthetic appeal to the shelter.

## 13. The shelter's management provides special facilities to support nursing mothers

### Guidelines:

- The shelter allocates a separate, equipped area for breastfeeding, which ensures the privacy of both the mother and her baby as well as the necessary sanitary conditions.
- The shelter provides nursing mothers with the medical supplies necessary for the pumping and preservation of milk and the sterilization of bottles.

As for the standards that require modifications in the building, the shelters are given specific deadlines to make the necessary engineering adjustments according to the individuals accommodated and the existing capabilities and capacities...

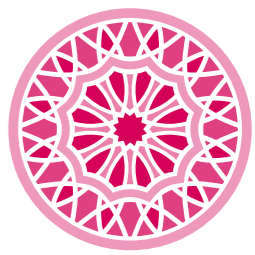


57

# Standards and Guidelines

## Chapter IV

# Management of Safety, Security, and Health in Shelters



## 1. The shelter's management adheres to security and safety standards

### Guidelines:

- Take all security, safety, and protection measures and precautions:

The shelter has one main entrance and a number of emergency exits

The shelter provides an area and a system designated for welcoming and registering visitors

A security fence surrounds the shelter and the outdoor area

The shelter has an open parking space

The shelter is equipped with sturdy doors, secure entrances that cannot be opened by force, iron bars to protect the windows, in addition to bulletproof or riot-proof windows

Safe boxes are provided to keep the belongings of the guests, women and girls residents in the shelter

- The visitor reception system ensures that women and girls residents in the shelter are not put at risk, and visitors are informed of the security measures of the shelter and the importance of abiding by them.
- The shelter provides a permanent guard and surveillance system to ensure the security of the shelter at all times.

The shelter may hire a private security company to provide security for the building if necessary

The shelter uses security surveillance cameras inside and outside the shelter and its surrounding area, which are subject to regular maintenance

- The shelter is equipped with early-stage fire-warning devices and extinguishers, which are regularly maintained, and residents are trained on how to use them.
- The shelter continuously coordinates with the security forces to ensure their immediate response to any need for intervention in emergency situations.

## 2. The shelter's management implements food safety and health guidelines

### Guidelines:

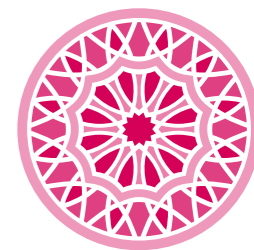
- Adopt specific procedures for serving food and determining its type and quantities:

Provide three main meals with snacks while taking into accounts essential nutritional elements and the residents' needs

Serve fruits and vegetables twice a day

- Specific measures are followed during the preparation of food, such as:
  - ◀ Frequent handwashing by the staff responsible for preparing food
  - ◀ Wearing protective clothing when working in the kitchen
  - ◀ Regular Cleaning of utensils, equipment, and surfaces during and after food preparation
- Follow safety procedures for storing food and maintaining the temperature of the refrigerator and the freezer.
- Handle food items is done according to their expiry dates, proper storage that comply with instructions provided by food manufacturers.





### 3. Follow procedures of public health and personal safety, and provide relevant supplies to all staff and residents of the shelter

#### Guidelines:

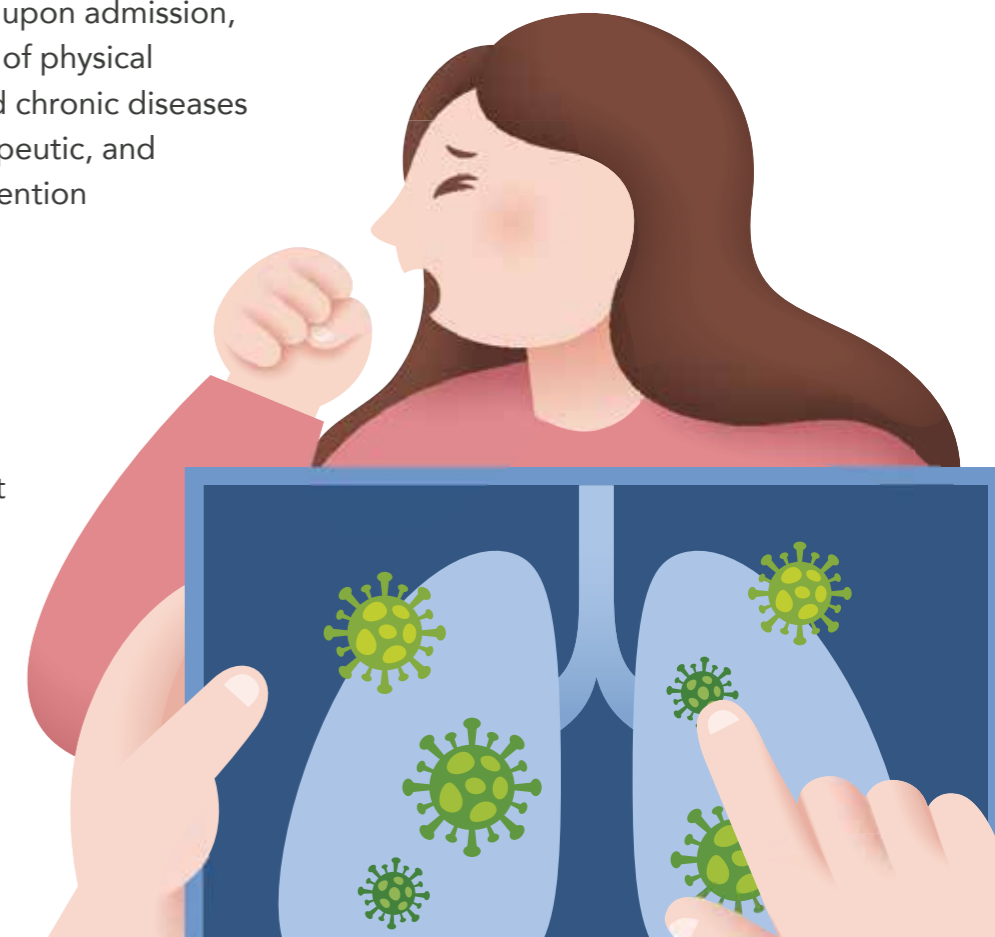
- All residents of the shelter follow personal hygiene procedures such as:
  - ◀ Committing to personal hygiene practices and using personal hygiene tools (hair, clothing, nails...)
  - ◀ Regularly washing clothes and cleaning personal items and tools
- Follow standardized and clear procedures in housekeeping, maintaining general cleanliness and hygiene, and safely using cleaning materials, such as:
  - ◀ Daily cleaning of the shelter, its facilities, and its furniture
  - ◀ Providing necessary sanitary supplies such as soap, toilet paper, cleaning materials, and disinfectants necessary for promoting the overall hygiene situation
  - ◀ Regular cleaning of outdoor courtyards and their constant maintenance, and taking the necessary measures to combat pests and insects
  - ◀ Implementation of specific procedures for waste management and disposal



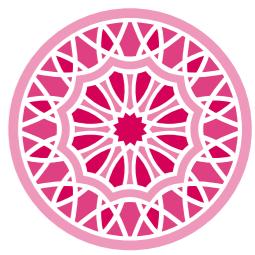
### 4. The shelter's management is committed to following public health and disease prevention measures

#### Guidelines:

- Specific healthcare measures are followed at the shelter such as:
  - ◀ Handling infectious diseases such as colds, flus, coughs, skin infections, and so forth
  - ◀ Providing routine and emergency health services to residents, through referrals to health services and facilities
  - ◀ Assessing the medical risks of the residents in the shelter upon admission, including the presence of physical injuries, pregnancy, and chronic diseases requiring clinical, therapeutic, and pharmacological intervention
  - ◀ Providing a full-time licensed nurse to offer nursing services and first aid whenever needed
  - ◀ Regular medical check-ups by a female general practitioner to the shelter to conduct periodic medical examinations for the female residents
  - ◀ Providing the shelter with a first aid kit containing all first aid supplies







## 5. Risk management is carried out through an emergency plan

### Guidelines:

- The shelter's management implements an emergency plan for risk management, which includes specific measures such as:
  - ◀ Identifying major internal and external emergencies that may pose significant risks, and outlining clear steps and procedures for addressing them
  - ◀ Specifying clear procedures for reporting and documenting incidents that have caused or may cause physical or psychological harm to any of the staff or those present in the shelter
  - ◀ Appointing a permanent, on-site team responsible for overseeing the procedures, monitoring them, and evaluating their effectiveness
- The shelter's management establishes a clear system to inform women and girls who have recently joined the shelter as well as the new staff of the security and safety measures applied within the shelter.
- The shelter's management provides continuous trainings for the shelter's staff on security and safety procedures and on how to handle dangerous and emergency situations.
- The shelter's management signs agreements with the security authorities, such as the Civil Defense and Internal Security Forces, which specify the rapid intervention procedures by each of these authorities in cases of emergencies and the presence of any danger that would threaten the security of the shelter and its residents.

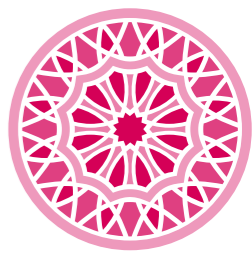


## 6. The shelter's management implements procedures that contribute to the rapid response to emergency cases

### Guidelines:

- All staff of the shelter shall abide by the procedures listed in the emergency plan.
- The plan defines the responsibilities and roles of each staff during the crisis.
- Staff are trained on how to implement the emergency plan.
- Each room at the shelter is provided with an evacuation map, and residents are informed of the different emergency exits.
- The shelter is provided with a comprehensive insurance contract against all risks and accidents.





## 7. The shelter's management sets and regularly evaluates a fire and smoke containment plan

### Guidelines:

- It sets a fire and smoke containment plan for the shelter and conducts a fire safety risk assessment.
- It ensures the installation of smoke detectors and their constant inspection and maintenance.
- It provides each room with at least one fire extinguisher.
- It keeps the fire exits unobstructed and unlocked.
- It provides each room with an emergency fire exit accessible in case of a fire.
- It supplies the rooms with fireproof carpets, pillows, curtains, fabric, and blankets.
- It annually reviews and updates the fire and smoke containment plans.
- It provides users and staff with the correct knowledge on how to use a fire extinguisher and trains them on health, safety, and security requirements.



## 8. The shelter's management is committed to implementing the Lebanese law No. 174, which prohibits smoking in all public places and closed workplaces

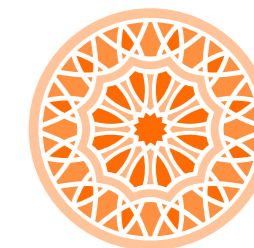
### Guidelines:

- It establishes strict measures prohibiting smoking inside rooms, halls, and in activity areas.
- It applies measures for prohibiting smoking as well as the use of tobacco, hookah, or electronic cigarettes in the shelter, especially in the presence of children.
- An outdoor smoking area is made available for smokers, which is open and equipped with appropriate filters.



## Standards and Guidelines

### Chapter V **Target Groups in Shelters**



## 1. Shelters host all women and girls survivors of violence and who are considered at risk

### Guidelines:

- The shelter hosts women and girls survivors of violence and who are considered at risk regardless of their social, economic, or family status, or their cultural background, nationality, religion, age, or special needs.
- The target group for each shelter is determined according to the available capabilities, capacities, and professional competence in order to ensure the best interests of women and girls survivors of violence and who are and who are considered at risk.
- Shelters welcome, but are not limited to, the following categories:
  - ◀ Women and girls who have been threatened with death by the family or forced to run away from home for the same reason
  - ◀ Women and girls who are victims of sexual violation such as sexual harassment in all its forms, sexual abuse within the family, or rape, all of which are considered high risk factors
  - ◀ Women who are subjected to violence by their partners and have not found a safe place to accommodate them with their children
  - ◀ Women who are at risk of homelessness because they are unable, for any reason, to find a safe shelter.
  - ◀ Women and girls who are victims of human trafficking
- In case the shelter is unable to host any woman or girl survivor of violence for any reason, this shelter must immediately provide an alternative safe place in coordination with partner organizations.



## 2. The shelter hosts children of women survivors of violence

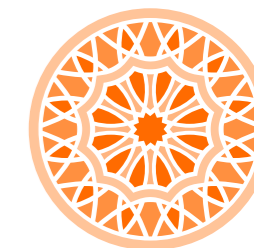
### Guidelines:

- The shelter’s management applies a policy of non-separation of the mother from her children.
- The intervention plan prepared by the shelter for the rehabilitation of the survivor and her integration into her community includes involving her children in the process and providing them with the necessary services.
- The shelter provides immediate response to the needs of the survivors’ accompanying children who cannot be admitted into the shelter, and it also secures a safe place for them in coordination with partner organizations and specialized shelters.



- The shelter sets criteria for admitting women survivors’ children:
  - ◀ Female children accompanying a woman are admitted regardless of their age
  - ◀ Male children are hosted up to the age of 10 if accompanied by a woman caregiver
  - ◀ The shelter makes some exceptions for the admission of males aged 10-12 years following an assessment of the situation conducted by a specialized team





### 3. The shelter’s management determines the duration of the stay of survivors based on several factors

#### Guidelines:

The duration of shelter stay of the survivor is determined by her surrounding risk factors, her needs, and the nature and complexity of her circumstances, which come as follows:

1- The shelter’s management adopts a short-term residency, or temporary emergency safe residence, for a maximum period of three months

- ◀ During this period, the shelter’s management provides immediate personal protection and safety to the survivor, such as initial health, psychological, and social support
- ◀ The duration of stay of the survivor is extended for more than 12 months in exceptional circumstances – after assessing surrounding risk factors, addressing her situation, and reintegrating her into society
- ◀ The duration of shelter stay of the survivor is extended for more than 12 months in exceptional cases

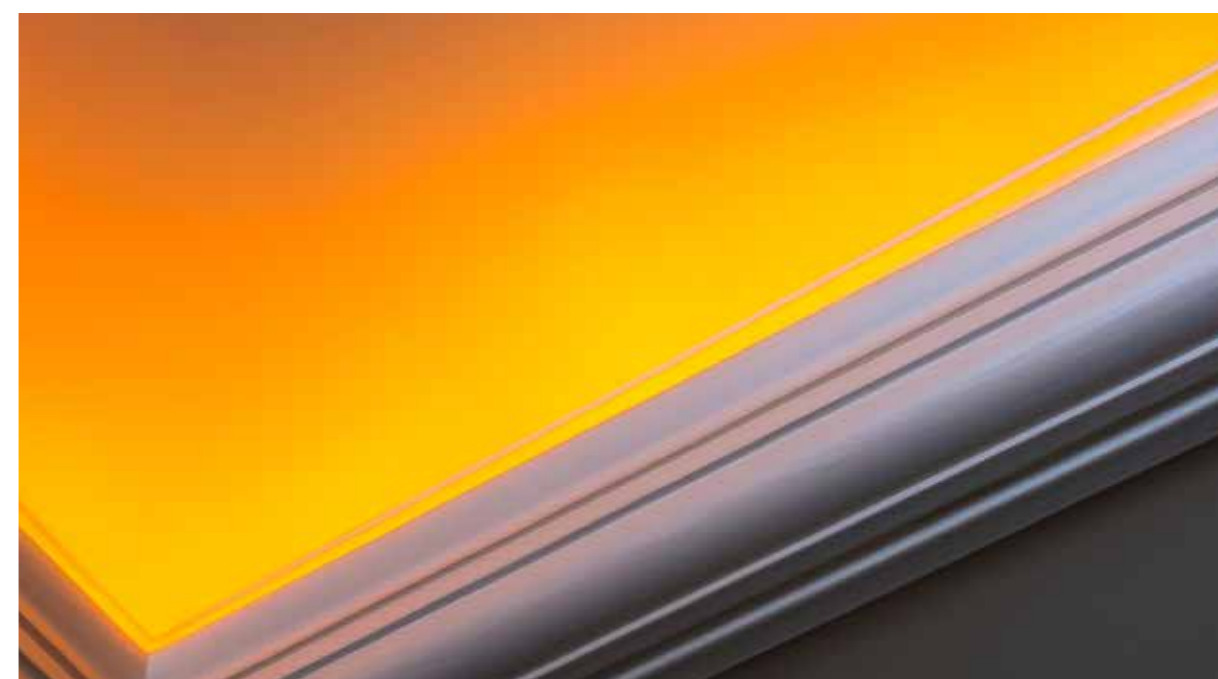
2 -The shelter’s management adopts a medium-term residency system, and the shelter stay of the survivor may last up to a maximum of 12 months

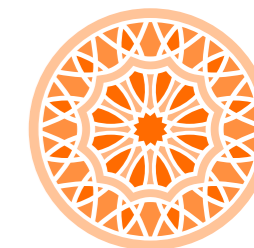
- ◀ During this period, the shelter’s management provides the survivor with empowerment and rehabilitation programs. It works on finding appropriate long-term solutions to address the repercussions of the violence to which the survivor was exposed, and reintegrate her into her community

### 4. The shelter’s management sets specific requirements for the admission of survivors to the shelter

#### Guidelines:

- The shelter’s management sets clear and comprehensive requirements for the admission of the survivor:
  - ◀ Personal presence to request the service.
  - ◀ Referral by the supervisors of the shelter in accordance with the administrative and organizational structure.
  - ◀ Referral by partner organizations and civil society institutions.
- The shelter’s management screens information and assesses its compliance with the admission requirements.
- If the survivor does not meet the admission requirements, her file is referred to other specialized organizations to provide her with relevant services.



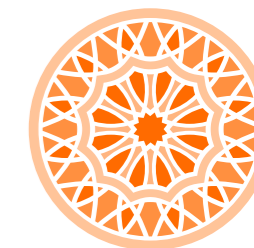


## 5. The admission procedures begin upon the survivor's arrival to the shelter

### Guidelines:

- The shelter's management shall take the necessary measures to complete the admission and entry process of the survivor and prepare her for residency at the shelter:
  - ◀ Welcoming, getting acquainted, and introducing the survivor to her new environment.
  - ◀ The director of the shelter, the case coordinators, and the accompaniers responsible for the daily life affairs of the residents will be present at the first welcome meeting.
  - ◀ Direct support is provided, and any judgment about the status of the resident is avoided.
  - ◀ Efforts are exerted to help the survivor feel surrounded by a supportive and safe environment.
- A case coordinator and an accompanier are appointed to complete the admission procedures of the survivor and start with the procedures of responding to her needs:
  - ◀ The case coordinator explains to the survivor the rules and regulations put in place at the shelter to ensure her protection and maintain a supportive environment
  - ◀ The case coordinator assures the survivor that complying with these rules and regulations comes in her best interest and that of the other residents, and she obtains the survivor's consent to abide by the shelter's rules and policies during her stay





## 6. After welcoming the survivor at the shelter, the admission procedures begin

### Guidelines:

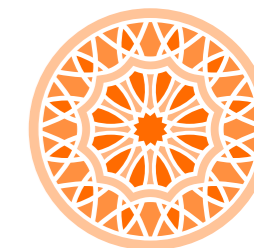
- The resident signs the consent forms to join the shelter and comply with its rules and regulations.
- The resident hands over her personal belongings, which are securely kept in a safe cabinet. Detailed information about these belongings is recorded, including identification papers, banknotes, jewelry, a mobile phone, or any other valuable item.
- Both the resident and the survivor's accompanier sign the handover form.
- The survivor's accompanier makes sure that the items that the survivor has do not pose any danger on other residents.
- The resident is provided with her needs of clothing and others.
- The resident is introduced to the other women and girls in the shelter by only using the first name.
- An acquaintance meeting is held between the new resident and the staff and other residents in the shelter.
- The resident undergoes a social and psychological assessment when admitted into the shelter, and her need for protection is confirmed once again.
- The resident undergoes a medical examination within 24 hours of her admission to the shelter to determine her health status, provide her with the appropriate medications, and confirm that she does not carry any infectious diseases.
- The survivor is assured of the need to keep the details of her case confidential, to limit sharing them with the responsible case coordinator, and to withhold them from the other residents.

## 7. The shelter's management applies check-out procedures that ensure the safety and security of the survivor

### Guidelines:

- The case coordinator prepares the exit of the survivor from the shelter with the support of the multidisciplinary service team.
- Check-out and follow-up plans are based on the following:
  - ◀ Assessing the risk and planning for the safety of the survivor's new situation and the expected prospects of any changes that may occur in this current situation
  - ◀ Developing a detailed follow-up plan before the survivor leaves the shelter, and preparing a post-care plan relevant to the survivor's case
  - ◀ Preparing the survivor for establishing an autonomous life socially, psychologically, economically, and professionally
  - ◀ Ensuring that the survivor has access to external service providers
  - ◀ Providing alternative solutions that would help the survivor lead an independent life
- Providing the survivor with complete and comprehensive information about the available options, and the consequences or results related to each of these options.





### 8. The shelter’s management implements the procedures relevant to the survivor’s case closure

**Guidelines:**

- The survivor’s case is closed during a case discussion meeting held in the presence of all members of the case management team and with the participation of the survivor herself.
- The case coordinator documents the justifications for the case closure and includes them in the survivor’s file.
- The process of the survivor’s file closure at the shelter is carried out for one of the following reasons:
  - ◀ The survivor decided to leave the shelter of her own free will
  - ◀ The risk factors faced by the survivor ceased to exist, and the objective of reintegrating her into society was achieved
  - ◀ The survivor is unreachable after her leaving the shelter
  - ◀ The death of the survivor

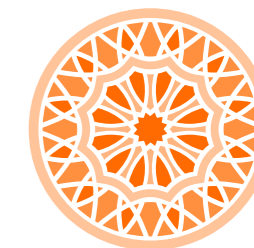
### 9. Residents of the shelter assume specific duties

**Guidelines:**

- Women and girls residing in the shelter are expected to adhere to the following duties:
  - ◀ Refrain from inflicting violence on children or any staff in the shelter and avoid any behavior which violates public morality and respect
  - ◀ The obligation not to transmit any information regarding the location or the telephone number of the shelter
  - ◀ The obligation to abstain from alcohol intake or possession and use of drugs throughout the stay at the shelter
  - ◀ Handing over the mobile phone to the shelter’s management in case it poses a threat on her life and personal security
  - ◀ The obligation not to possess any means of communication such as mobile phones or others until after coordination with the shelter’s management in this regard
  - ◀ The obligation to preserve the property of the shelter
  - ◀ The obligation to assume the responsibility for her children look after them, and take care of all their daily affairs







## 10. The shelter’s management guarantees the rights of resident women and girls

### Guidelines:

- The shelter’s management is committed to guaranteeing and preserving the rights of resident women and girls, including the following:



## 11. The shelter’s management establishes guidelines for relationships among the residents of the shelter

### Guidelines:

- The relationships among the residents of the shelter are grounded in the following principles:
  - ◀ Mutual respect and rejection of all forms of violence and discrimination
  - ◀ Non-interference in their respective private affairs
  - ◀ Maintaining the confidentiality of private information and refraining from sharing it among them
  - ◀ Supporting and assisting each other

## 12. The shelter’s management establishes guidelines to determine the type of relationship between the staff and residents of the shelter

### Guidelines:

- The staff of the shelter adopts a professional relationship with the residents based on:
  - ◀ Treating women and girls professionally in accordance with the guidelines adopted by the shelter
  - ◀ Rejecting all forms of violent practices by both parties
  - ◀ Discouraging survivors from depending on and becoming attached to staff psychologically and emotionally or forming a relationship with them beyond the scope of the relationships defined by the regulations set by the shelter
  - ◀ Abstaining from exploiting survivors in any tasks inside or outside the shelter

### 13. The shelter's management is committed to the survivor's right to self-determination and independence of decision-making

**Guidelines:**

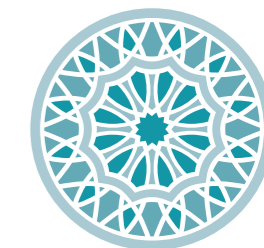
- The shelter's management applies the principle of the survivor's right to self-determination, enabling her to make her own decisions consciously and knowingly.
- The survivor is informed of her rights and responsibilities. She is also provided with honest and accurate information regarding the following:
  - ◀▶ The type of services that the shelter may provide the survivor with as well as options and alternatives that are available and possible for her
  - ◀▶ The recorded data and information, their confidentiality, and the persons entitled to access them
  - ◀▶ The anticipated risks resulting from taking specific actions
  - ◀▶ The right to choose another option or to refuse a particular service, particularly in normal situations
  - ◀▶ The right to access private personal data and clarify the complaint procedures submitted in case of dissatisfaction
- Avoid making any coercive decision, and if necessary, the survivor has the right to obtain clarification of the legal, ethical, professional or specialized justifications for that decision.
- No coercive decision is made until after conducting a thorough study and assessment of the situation and its relevant consequences, ensuring the engagement of the survivor and other specialists.



## Standards and Guidelines

### Chapter VI

# Managing Programs and Services in Shelters



## A. Internal Programs Provided by Shelters

### 1. The shelter's management implements social and psychological empowerment programs that benefit women and girls survivors of violence and who are considered at risk

#### Guidelines:

- Shelters provide female residents with social and psychological empowerment programs.
- Social and psychological empowerment programs work on providing female residents with the knowledge, attitudes, values, and skills that qualify them for effective and positive participation.
- The psychologist provides a range of social and psychological empowerment tools, which vary according to the circumstances and needs of the residents, such as:
  - ◀ Psychological, cognitive, behavioral, analytical, counseling, or rehabilitation intervention sessions
  - ◀ Awareness and education sessions within a specific program for each resident woman or girl, and these sessions take place in rooms designated to provide these counseling services
  - ◀ Refer survivors with extreme mental health disorders to specialized mental health facilities if needed

### 2. The shelter's management provides legal empowerment services to assist survivors in understanding their rights as well as the laws and legislations

#### Guidelines:

- The shelter's management includes an expert or legal advisor within the work team.
- He/She provides free legal support services to facilitate the survivors' access to justice.
- If not available within the team, the shelter's management ensures the presence of a lawyer or legal consultant through coordination and networking with civil society organizations.
- The legal specialist works on:
  - ◀ Assisting the survivor in taking any legal action by providing her with a detailed explanation of the laws concerning her case
  - ◀ Familiarizing her with the procedures for filing a lawsuit in relevant courts or representing the survivor in court
  - ◀ Providing the needed legal support and guidance before and during the court phase
  - ◀ Taking legal measures, which enable the survivor to communicate with her children who could not accompany her to the shelter
  - ◀ Holding monthly or weekly meetings for female residents, which include awareness, guidance, and legal knowledge empowerment



### 3. The shelter’s management implements a socio-economic empowerment program for women and girls residents in the shelter

**Guidelines:**

- The shelter’s management provides resident women and girls with the skills and tools, which help them achieve their financial independence.
- The shelter’s management provides female residents with job opportunities, which enable them to live with dignity and without reliance on others.
- The shelter’s management offers financial support to the women and girls residents to help them establish small income-generating projects and provides technical and marketing support for these projects.
- The shelter’s management provides socio-economic empowerment services through:

Training residents on specific economic skills, which aim at:

- ◀ Providing them with skills that enhance their self-confidence, strengthen them, and advance their capacity for employment and financial independence
- ◀ Equipping them with technical and economic skills that match their abilities with their abilities, capacities, skills orientations

Providing job opportunities through employment projects:

- ◀ Training residents on market-relevant skills, and holding multiple sessions to enhance their self-confidence
- ◀ Building partnerships with employers
- ◀ Implementing microfinance programs from the budget of the shelter or through microfinance institutions

### 4. The shelter’s management offers education programs as part of the empowerment programs provided to the women and girls survivors of violence and who are considered at risk

**Guidelines:**

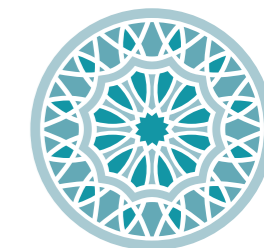
- The shelter’s management ensures that all women and girls residents and their children have easy access to education services.
- The shelter’s management implements education programs aiming at supporting residents to continue and complete their education.
- The shelter’s management partners with governmental and/or non-governmental entities to provide formal or non-formal education programs, which include literacy and homeschooling programs

### 5. The shelter’s management provides a health program to all residents of the shelter

**Guidelines:**

- The shelter’s management provides health guidance to residents to assist them in maintaining good health.
- The shelter’s management provides regular and urgent medical and health care, of which all residents benefit from through the clinic located in the shelter.
- The shelter’s management partners with public, private, and voluntary hospitals to meet the medical and health needs of residents.





## 6. The shelter's management provides daily life programs for resident women and girls

### Guidelines:

- The shelter's management implements the procedures of support services within the shelter by providing the necessary support, facilities, and operational requirements.
- Support services include the provision of the following:
  - ◀ All operational requirements and household items (cutlery, food preparation utensils...)
  - ◀ Cleaning, washing, and sterilization materials and tissue paper
  - ◀ Adequate supplies of clean clothes, blankets, sheets, and linen
  - ◀ Fabrics and mops for cleaning



- The shelter's management directly supervises the support services in coordination with all the staff and residents at the shelter.
- Experts in the field of support services are hired to carry out specific roles such as housekeepers, drivers responsible for transporting women and their children, and guards who ensure the safety and security of the shelter.

## 7. The shelter's management provides a healthy nutrition program

### Guidelines:

- The monthly menu is prepared by a nutrition specialist.
- The monthly menu adheres to the specified nutritional conditions set by the shelter's management.
- The shelter's management makes specific arrangements for securing meals from an external caterer.

## 8. The shelter's management provides transportation services to facilitate the mobility and movement of residents in the shelter

### Guidelines:

- The shelter has its own licensed and registered vehicle to transport female residents to and from the shelter.
- The shelter contracts with a safe private company to provide the transportation for residents to and from the shelter.
- The driver is trained on how to maintain the privacy and confidentiality procedures of survivors.

## 9. The shelter's management administrative meetings with women and girls residents at the shelter

### Guidelines:

- The shelter's management holds administrative meetings with the residents.
- The case coordinators inform the residents of the schedule set for the meeting.
- The director of the shelter manages the meeting, presents the objective behind the meeting and the main topics for discussion, and asks residents to raise any issue they may find worthy of discussion.



- The administrative meeting is held at the administration office and not in the counseling room.
- All residents and staff of the shelter participate in the administrative meeting.
- The administrative meeting is documented in a report, which is then signed by the participants.
- Women and girls are given sufficient time to raise and discuss any challenges they face during their daily life at the shelter and provide any feedback that would contribute to the improvement of service provisions within the shelter

## 10. The shelter’s management plans and implements the visitors’ program while ensuring the safety of the women and girls residents in the shelter

### Guidelines:

- The director of the shelter holds a quick administrative meeting with the staff of the shelter to inform them of the presence of visitors at the shelter and the purpose of the visit.
- The case coordinator informs the residents of the presence of visitors at the shelter as well as the timing and type of visit.
- In case the residents refuse to meet the visitors, they can head to their rooms and stay there until the end of the visitors’ tour.
- The tour lasts for a short time and takes into account the comfort of the residents inside the shelter.
- Accompaniers remain with the residents during the visit to follow up on their needs.
- The director of the shelter accompanies the visitors during their tour at the shelter, and the use of any cameras or recording machines is prohibited.
- The visit is documented in the shelter guestbook, which requires the name of the visitor, the purpose of the visit, the number of visitors, the time, day, and date of the visit, and any recommendation made by the visitors.

## 11. Shelters offer group activities in the context of empowering women and girls hosted in the shelter

### Guidelines:

- Shelters offer a range of group activities by female specialists in the fields of social work, legal counseling, as well as mental and physical health.

- Group activities provided at the shelter include:

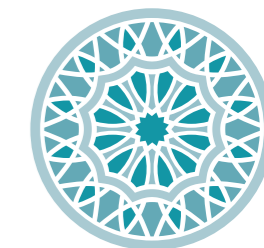
1- **Awareness-raising sessions:** Shelters organize a multi-topics program to raise awareness among residents on core issues about:



2- **Support Groups:** to assist residents in building comfortable and positive communication among themselves, and acquire the skills to develop positive relationships and effective interaction.

3- **Support groups related to parental care:** to help women, particularly mothers, acquire the necessary skills to raise and educate their children in a way that promotes positive approaches in dealing with situations and events that they may be exposed to.

4- **Joint groups between caregivers and children:** Mothers and their children engage in a positive, tangible joint experience, which strengthens the relationship between them and enables them to learn new ways of family communication.



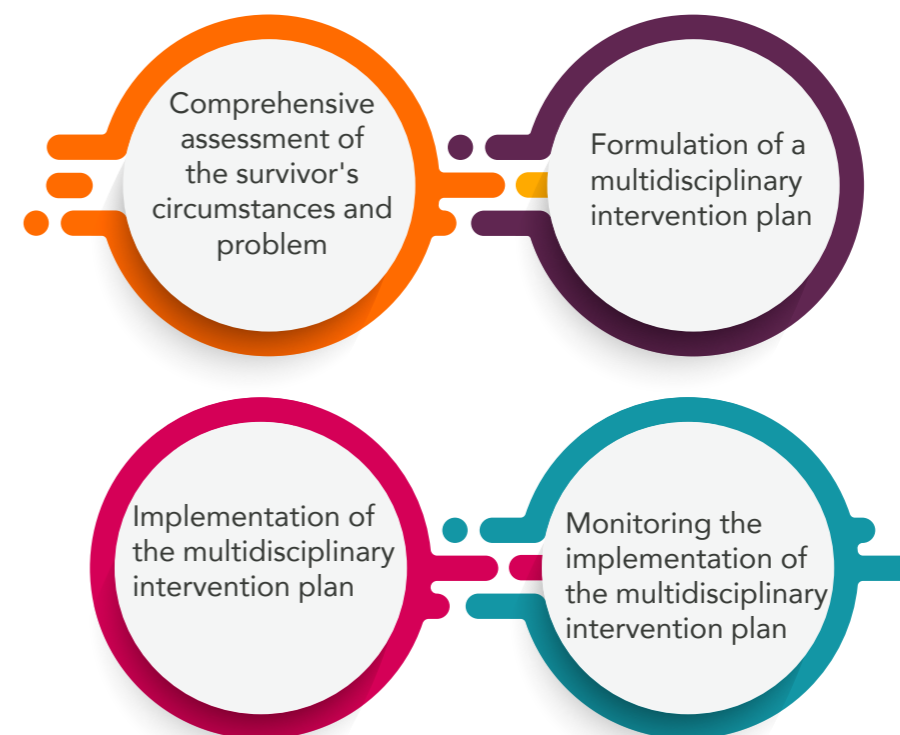
## B. Specialized Services Provided by Shelters

### 1. The shelter adheres to the case management methodologies and procedures for interventions and referrals (Appendix No. 3)

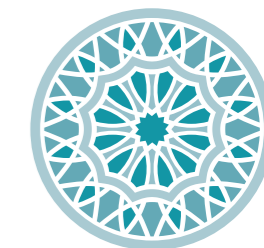
**Guidelines:**

- The shelter follows standard operational procedures in managing protection cases for survivors of violence.
- Case management involves planning intervention procedures with the survivor and defining the shared responsibilities and roles of the service provider team.
- The case coordinators, in partnership with the case management team, builds a coherent and interdependent action plan, which achieves the objectives set for the protection of the survivor.
- The intervention plan includes four main elements as follows:
  - ◀ The intervention priorities, which are determined in coordination with partners and with the participation of the survivor herself
  - ◀ The responsibility of each entity or service provider
  - ◀ A specific time frame for achieving priorities
  - ◀ The outputs of intervention or expected results

- The case coordinator and case management team are committed to following the procedures listed below in developing and monitoring the intervention plan with the multidisciplinary team:







## 2. The shelter's management implements response and intervention procedures in compliance with the approved on and adopted case management methodology (Appendix No. 4)

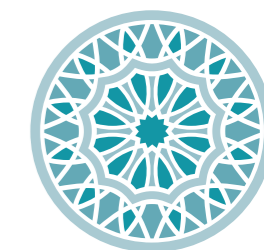
### Guidelines:

- Immediate response procedures begin after the admission of the survivor. The case coordinator along with the case management supervisor are appointed by the shelter's management.
- The case coordinator interviews the survivor and initiates support services, which focus on her protection and ensure her personal and physical security through:
  - ◀ Providing initial psychological support to the survivor, and obtaining her consent to receive services
  - ◀ Conducting an initial assessment to determine the needs of the survivor
  - ◀ Determining the intervention priorities and developing an "immediate response plan", which defines the responsibilities of the case management team along with the timeline
  - ◀ Engaging the survivor in the intervention plan, as well as the measures, actions to be taken, and the available options
  - ◀ Implementing and monitoring the immediate response plan in coordination with the service providers
  - ◀ Keeping the case management supervisor informed of the work progress, and relevant developments, while receiving his/her approval on procedures and actions planned

- During the intervention phase, the case coordinator takes a number of actions, including:
  - ◀ Determining the type of intervention, whether it is short or long-term, based on the risk factors threatening the survivor
  - ◀ Holding a case discussion meeting, which is attended by all service providers and aiming at determining the intervention procedures
  - ◀ Involving the survivor in the procedures, available options, subsequent consequences, and the intervention plan to be implemented in the best interests of the survivor
  - ◀ Preparing an intervention plan in collaboration with the case management team
  - ◀ Monitoring the implementation of the action plan and informing the case management supervisor of the work progress achieved with the survivor
  - ◀ Conducting a comprehensive needs assessment in coordination with the case management team, and completing the necessary procedures with the survivor as follows:

File closure procedures: are carried out if the case management team finds that the comprehensive intervention plan objectives were achieved, all its activities implemented, and risk factors eliminated.

Completion or modification of the action plan: is carried out based on the comprehensive multispectral and multidisciplinary assessment, and if the case management team finds that the comprehensive intervention plan objectives and the implementation of all its activities were achieved, and the survivor was still in need of additional services and interventions



### 3. The shelter's management defines a clear referral system in compliance with the case management methodology

#### Guidelines:

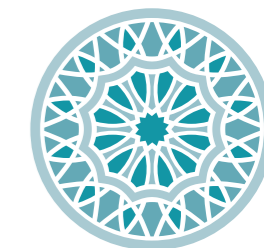
- The shelter's management relies on a series of sequential processes and procedures to provide the necessary services to the residents.
- The referral process includes:
  - ◀ either the provision of internal services available at the shelter
  - ◀ or external services not provided at the shelter
  - ◀ monitoring on the referral status to ensure the provision of the necessary services and assess the extent to which survivors benefitted from them
- The shelter's management builds a diverse network of relationships and connections with partners to provide comprehensive and integrated services responding to the needs of the residents.
- Signing Memorandums of Understanding (MOUs) and cooperation agreements, which specify the roles and responsibilities of all parties as well as the referrals pathways.
- The director of the shelter develops specific and standardized work templates, which facilitate the referral method and define communication mechanisms with partners and other organizations.
- The director of the shelter ensures the sustainability, development, and expansion of partnerships with organizations to cover all the social, health, nutritional, educational, and protection services needed by the residents.
- The referral system includes the mechanisms and methods of admission into the shelter for women and girls survivors of violence and who are considered at risk, through which the shelter's management determines ways and means that facilitate the admission process of survivors and defines its details.

### 4. The shelter's management provides services for children accompanying women

#### Guidelines:


- The shelter's management defines and commits to specialized child protection measures to prepare the accompanying children to live in the shelter:
  - ◀ The childhood specialist(s) conducts an initial assessment of the child
  - ◀ The childhood specialist cooperates with the case coordinator to plan activities that align with the children's needs such as ensuring proper education for each child






- The shelter provides children with services such as:


Individual counseling sessions: tailored in accordance with the needs of the child to help him/her develop a healthy relationship with adults and enhance his/her self-confidence



Group work: to provide children with the opportunity to support each other and help them acquire new skills to express their feelings, thoughts, and needs



Joint activities with their caregiver: to support the emotional, social, and physical needs of children and help them recover from the experience of violence



Recreational and educational activities: to develop the child's social and emotional development through entertaining and educational activities such as sports, dance, and playing



## 5. The shelter's management follows procedures to ensure the integration of women and girls with disabilities

### Guidelines:

- The shelter's management takes the necessary measures that assist in welcoming survivors with disabilities.
- The shelter's management adapts some of the programs and tools used during activities to suit women with disabilities in accordance with the type of disability.
- The shelter's management promotes the policy of inclusion and provides women with disabilities with equal opportunities to participate in the activities organized by the shelter.
- Staff undertake trainings on how to intervene with women with disabilities.



## 6. The shelter's management takes proper measures for assisting women and girls with mental disorders

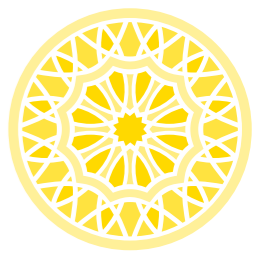
### Guidelines:

- The shelter's management develops a care plan for survivors with mental disorders.
- The care plan includes, but is not limited to:
  - ◀ The treatment of the survivor and its expected results
  - ◀ The duration to achieve results
  - ◀ Symptoms treatment protocols, which include the early warning of relapse and taking the appropriate action
  - ◀ The recovery and aftercare plan
- The shelter provides qualified persons to assist in such situations or contracts with a specialized service provider.
- Female residents are guided on how to properly interact with survivors with such conditions.
- Specific steps are taken to help the survivor rehabilitate and reach the proper level of competence to lead her personal and social life.
- Female residents are integrated into the program activities provided by the shelter and are followed up by the specialized service provider.





**Standards and Guidelines**  
Chapter VII  
**Information  
Management:**



## 1. The shelter's management implements clear procedures for managing information while ensuring privacy and confidentiality

### Guidelines:

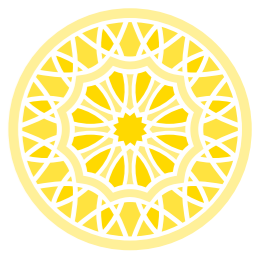
- The shelter's management establishes a policy for documenting information to ensure the privacy, confidentiality, security, and safety of the survivor as follows:
  - ◀ The documentation carries the signature of the writer and his/her explicit name
  - ◀ The documents used are free from any deletion, correction, or erasure
  - ◀ The documentation process is written in consecutive lines and without spaces between them
  - ◀ The documentation process is written in ink, and pencil may not be used
  - ◀ The documentation process is carried out by placing a code on the cover of the case file
  - ◀ The documentation process uses identifiers to conceal the personal identity of residents by establishing a code system to determine unique and different identifiers for each survivor, such as using numbers, letters from the survivor's family name, or other symbols
- The files are periodically updated, and they reflect the needs of the survivors as well as the changes up to that point.
- Files are organized in a way that is easy to refer to when needed by service providers.
- Each file includes the consent form signed by the case coordinators or the supervisor.
- The shelter's management determines a mechanism for the documentation of the survivor's files, which includes the documentation in accordance with approved and standardized forms with serial numbers that are easy to track and classify.
- Senior management and supervisors determine periodic procedures for checking the files and relevant mechanisms for storing them.

## 2. The shelter's management documents the data related to each survivor in a special record

### Guidelines:

- The case coordinator is responsible for opening a file for each case, documenting it, and providing it with one single number.
- The survivor's record includes the following information:
  - ◀ The address or telephone number of two persons to be contacted in case of emergency
  - ◀ Photocopies of identification documents related to the survivor
  - ◀ A copy of all reports and documents related to the services provided to the survivor
  - ◀ The survivor's family case study that includes all social, economic, and family aspects
  - ◀ Any correspondence or contact made with any of the service providers who were involved in the action plan
  - ◀ Minutes of meetings related to the case discussion
  - ◀ A record showing the services received by the survivor and the relevant actions taken in their respect
  - ◀ The results of all medical, psychological, and social examinations...
  - ◀ A table of content, which summarizes the content of the file including the services provided by the partners
  - ◀ Any documents that can be relied upon in case management procedures
    - The shelter's management, and based on to the condition of each survivor, determine the nature of the information that the survivor can access, and this is related to the extent of the impact of the violent incident on her psychological state, the extent of her mental capabilities and psychological readiness, and according to the stage of rehabilitation she has reached, in a way that guarantees the best interest of the survivor.





### 3. The shelter's management applies specific procedures for the preservation and disposal of the data and records

#### Guidelines:

- The files are kept both in hard and soft copies in a place that is not accessible to any unauthorized person.
- Printing of information is minimized unless necessary.
- The shelter's management ensures a paperless workplace to reduce the amount of printed information.
- In case the shelter keeps hard copies of information about the survivor's case:
  - ◀ Each copy is recorded by using serial numbers or coding and is tracked on a spreadsheet
  - ◀ It is ensured that persons authorized to access such documents are aware of their responsibility for preserving the security and confidentiality of such information
  - ◀ All printed materials that are no longer necessary are destroyed in a safe manner and in compliance with the shelter's standards and regulations
  - ◀ Printed materials are kept in a locked file cabinet inside a room that is not accessible to everyone
  - ◀ The keys are kept with the director of the shelter in a safe
  - ◀ The rooms in which the hard and soft copies of information are kept and are securely locked when employees leave the room




- The shelter's management sets a plan for the destruction of all information in case of emergency or evacuation.
- In case the shelter retains soft copies of information about the survivor's cases:
  - ◀ Avoid sending information by e-mail unless absolutely necessary
  - ◀ Create an email that is protected and backed by a secure password
  - ◀ Give instructions to recipients to inform them of the information included in the e-mail and the sensitivity of the attached files
  - ◀ Include warnings in the e-mail such as "limited distribution: do not publish or distribute this e-mail or its attachments without the permission of ..."
  - ◀ Store electronic data on a single computer or a removable data storage medium, such as the universal serial bus (USB), and keep limited backup copies in a safe place
  - ◀ Protect the information electronically stored with a password
- It is recommended that all files be kept for a period of 10 years after which they can be destroyed.

### 4. The shelter's management applies special protocols for sharing information

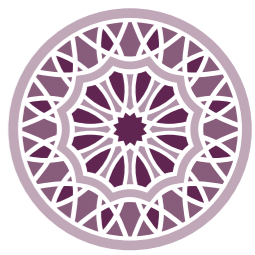
#### Guidelines:

- The shelter's management follows specific procedures for accessing the information related to survivors.
- The shelter's management determines the staff authorized to access or use the information related to the survivors and the possibility of accessing the computers used to store confidential data.
- Specific information related to the survivor is shared with the service providers through a standardized coded template while maintaining the confidentiality of the information and the privacy of the survivor.
- The shelter's management ensures that the knowledge of the password of each user limits his/her access to this information that they have the right to know.
- Special procedures are established in case a judicial authority requests the sharing of information about a survivor.



Standards and Guidelines  
Chapter VIII  
**Managing Partnerships  
and Relationships with  
the Local Community/  
Surrounding Environment**





## 1. Cooperation and coordination with the government administrations and security institutions

### Guidelines:

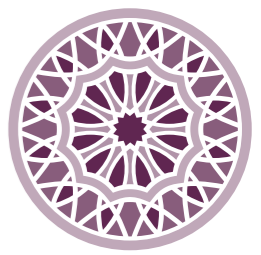
- The shelter's management contracts with the Ministry of Social Affairs to provide specialized services to survivors if applicable:
- ◀ The shelter's management adheres to the legislative and regulatory frameworks monitoring the work of the shelter approved by the Ministry of Social Affairs.
- ◀ Shelters are subject to monitoring and supervision by the Ministry of Social Affairs, based on the terms of the contract concluded with the ministry.
- ◀ The Ministry of Social Affairs refers the women and girls survivors of violence and who are considered at risk in accordance with the shelter's admission standards, particularly in emergency cases and high risk survivors, and it contributes to the support of the case management team who works with the survivor inside the shelter
- ◀ The shelter's management submits quarterly reports on the achieved progress and services to the Ministry of Social Affairs.



- The shelter's management concludes a memorandum of understanding / cooperation mechanism with the Internal Security Forces to ensure rapid intervention and provision of legal protection to survivors, including, but not limited to (if applicable):

- ◀ Referring survivors seeking protection from the Security Forces to the shelter to provide protection for them and their children
- ◀ Providing security protection for the shelter and securing the immediate intervention in the event of its exposure or the exposure of residents to a security threat or the presence of suspicious persons in the vicinity of the shelter
- ◀ Accompanying some residents outside the shelter if the need arises
- ◀ Calling a police investigator specialized in working with survivors to the shelter if the resident wants to file a complaint about the incident of violence to which she and her children were exposed
  - The shelter's management concludes a memorandum of understanding / cooperation mechanism with the Ministry of Public Health (the health sector) to provide specific services (if applicable):
- ◀ Referring women and girls who are victims of violence, whose lives are at risk, and who requested healthcare services to the shelter to provide them and their children with the needed services in accordance with the approved national referral system (if applicable)
- ◀ Preparing a preliminary report from the Ministry of Public Health (the health sector) on the health status of the survivor, and submitting it to the shelter's management
- ◀ Providing appropriate curative health services to female residents in shelters and offering them the appropriate medical care as per their health condition
- ◀ Providing information to survivors about the medical procedures to be adopted for treatment





## 2. The shelter's management develops partnerships with non-governmental entities to provide survivors with needed services

### Guidelines:

- The shelter's management concludes memoranda of understanding and cooperation agreements with partners from the private sector to provide services that meet the needs of survivors.
- Secure referral mechanisms are adopted according to the type of service requested.
- The respect of the privacy, dignity, and confidentiality of the survivor is observed while referring and providing her with services.



## 3. The shelter's management gains the support and advocates with local authorities and stakeholders surrounding the shelter

### Guidelines:

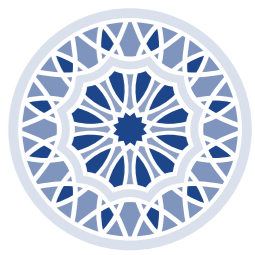
- The shelter's management carries out advocacy activities in order to encourage the local community to support the activities of the shelter and embrace the cause of the survivors' right to protection.
- Awareness activities disseminated by the shelter at the community level include several axes:

- ◀ **Public awareness:** focuses on educating community members about the dangers of perpetrating violence against women in the aim of developing and strengthening a community culture that rejects violence against women through conducting community awareness campaigns
- ◀ **Legal awareness:** focuses on informing the community about the legislations and laws related to the protection of women, and the legal services available to abused women
- ◀ **Procedural awareness:** aims at sensitizing women and girls survivors of violence and who are considered at risk about the steps to take and procedures to follow in order to seek help and report the violence they may be exposed to, or how to protect themselves when they are exposed to violence, as well as ways to access protection services
  - The shelter's management carries out advocacy activities such as:
- ◀ Organizing campaigns in schools, educational institutions, and the local community
- ◀ Holding joint training courses and workshops for all those concerned with women's protection, the dimensions of gender-based violence, and the change that needs to be achieved
- ◀ Engaging men in the fight against the violence perpetrated against women and establishing a network of support, which adopts and believes in gender equality
- ◀ Investing the experiences of women and girls survivors of violence and who are considered at risk in television and radio interviews
- ◀ Motivating religious leaders to talk about issues related to protection of women
- ◀ Using art, social media, and mass media to spread awareness and stimulate dialogue regarding violence prevention
- ◀ Training male and female journalists on the topics of protecting women from violence, informing them of the latest statistics related to the phenomenon of violence against women, and providing them with real-life experiences on violence against women in the aim of preparing public reports in this regard.





# Annexes



## 1- Code of Conduct

It is necessary for shelters to adopt an ethical code of conduct that all employees adhere to and that serves as the frame of reference that determines the ethical and professional scales and standards governing the relationships among all individuals within the shelter. It would aim to ensure the rights and privacy of women survivors of violence, the rights and duties of those responsible, as well as the provision of the needed services.

The Code of Conduct includes the following components:

### 1 Professional Principles and Standards:

- Respecting the human dignity of the survivor residing in the shelter, at all times.
- Respecting the resident's values, beliefs, culture, needs, and desires.
- Respecting the rights, thoughts, and opinions of the survivor resident in the shelter, even if they differ from social norms.
- Respecting the survivor's right to make decisions she deems appropriate for her life, and respecting her right to accept or refuse the service.

### 2 Justice and Non-Discrimination:

- Ensuring equitable and fair access to the services provided by shelters without discrimination on grounds of sex, color, race, religion, political creed, or socio-economic class.
- Ensuring the response to the requirements of the survivor resident in the shelter in accordance with her specific needs and her right to enjoy and practice them.

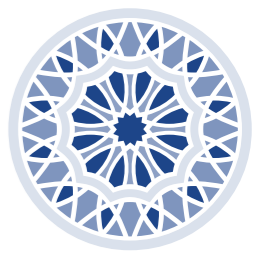
### 3 Acceptance and Tolerance:

- Prohibiting the use of any derogatory or sarcastic statements or statements that reflect blame and judgement during conversation and interactions.
- Showing respect to the resident at all times and listening to what she says.
- Believing what the survivor says without passing judgments in the aim of reinforcing the relationship of trust.
- Avoiding reactions or showing any feeling of contempt, disdain, skepticism, or disbelief toward the survivor.
- Showing empathy and interest to the survivor while standing in solidarity with her.

### 4 Right to Self-determination and Independence of Decision-making:

- Promoting the survivor's right to determine her own fate and make well-informed personal decisions.
- Informing the survivor of her rights and responsibilities along with providing her with truthful and accurate information regarding:
  - ◀ The types of services that the shelter can provide as well as the available options and alternatives
  - ◀ The documented data and information, the extent of their confidentiality and, the party authorized to access them
  - ◀ Anticipated risks of specific actions and/or behaviors
  - ◀ The right to choose another option or to refuse a particular service, especially in normal situations
  - ◀ The right to access private personal data, while clarifying the complaint procedures in case of dissatisfaction
- Avoiding taking any coercive decision and, if necessary, the survivor has the right to seek clarification of the reasons for that decision and their legal, ethical, professional, or specialized justifications. Such measures should only be taken following a thorough evaluation and a comprehensive assessment of the situation and its consequences while involving the survivor and other specialists.





## 5 Privacy and Confidentiality:

- Respecting the survivor's right to maintain her private information; disclosure should only occur for the purpose of facilitating professional work and in what serves her cause.
- Prohibiting any disclosure of confidential information related to the survivor by anyone working inside or outside the shelter, and ensuring it is kept in a safe place.
- Restricting discussions about the survivor's situation outside the designated areas.
- Providing a safe space for individual meetings with the survivor that ensures compliance with the standards of privacy, guarantees confidentiality and comfort, and prevents children from attending hearings.

## 6 Best Interest of the Resident:

- Considering the best interests of women and girls survivors of violence and who are considered at risk during the provision of services, or referring their file to other specialized services to prevent any harm or legal repercussions.
- Prohibiting the personal, religious, political, or commercial exploitation of the survivors.

## 7 Acceptance or Refusal of Service:

- The reception phase is an important stage for setting the boundaries of professional work with the survivor, explaining the purpose of the shelter, the available options, and the survivor's right to refuse or decline the service with which she is provided.
- Seeking prior consent from the survivor when recording sessions by video, tape, or any other means (if necessary or obligatory), and when a third party is involved in the session, be it a specialist, trainee, or researcher.



## 8 Cultural Awareness and Sensitivity:

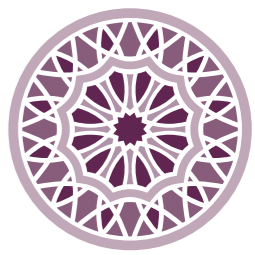
- Understanding, respecting, and considering the cultural background of the survivor during the training and avoiding discussing sensitive topics.
- Rejecting all forms of discrimination on the basis of race, color, sex, religious, or ethnic affiliation.

## 9 Suspension or Termination of Services:

- Professionally ending the provision of services in a professional manner, especially in the case of transferring the survivor to another place, is done with prior notification, and preparation of the survivor while giving her sufficient time and justified reasons with consideration of the best interest, security, and safety of the survivor.
- In case the service provider stops working at the shelter or moves to another job, the survivor must be clearly and professionally notified in this regard, and must be informed of the alternative service providers who will follow up on her case.

## 10 Rights of Women and Girls Residents in the Shelter:

- ◀▶ The right to protection.
- ◀▶ The right to benefit from the available services.
- ◀▶ The right to participate in developing the shelter's programs.
- ◀▶ The right to empowerment and capacity-building.
- ◀▶ The right to preserve privacy, personal belongings, and finances according to the shelter's procedures.
- ◀▶ The right to communicate with relatives, friends, and supporters according to the shelter's procedures.
- ◀▶ The right to preserve the confidentiality of personal information and to not share it with the competent authorities except to the extent that the survivor deems appropriate.



## 2. Roles and Responsibilities of the Staff within the Shelter

### The Case Coordinator Supervisor:

His/her main tasks are summarized as follows:

Supervising all technical processes and interventions related to the survivors.

Supervising the case management methodology and procedures

Monitoring and coordinating among the case workers in accordance with their experiences, skills, and abilities.

### The Case Coordinator:

Her most prominent tasks are summarized as follows:

- ◀ Managing the files of survivors of violence since their admission into the shelter until the closure of their files and supervising the implementation, evaluation, and planning processes.
- ◀ Coordinating and communicating with the multispectral case management team responsible for following up on the survivor, whether this team is from inside or outside the institution, i.e. affiliated with the partner entities.
- ◀ Monitoring the implementation of the intervention plan, whether from inside or outside the institution, and documenting all the services, procedures, and follow ups provided.

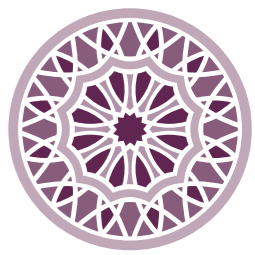


### Accompaniment of Women and Girls Survivors of Violence and who are considered at risk Inside and Outside the Shelter:

- ◀ Each accompanier oversees five survivors residing in the shelter.
- ◀ She coordinates with the case workers on the latest developments and updates related to the survivor and documents the files relevant for each resident.
- ◀ She accompanies the resident women and/or carries out any procedures related to their cases to other institutions and agencies, ensuring that at-risk and threatened women are only allowed to leave the shelter with security accompaniment.
- ◀ She assists women by providing full care for their children in some instances.

It is necessary to coordinate with the Case Coordinator Supervisor to obtain the information that must be considered prior to the accompaniment process, including the place, time, destination, and procedures to be followed during the accompaniment. A report is to be prepared, which records the information, observations, services, and procedures that took place with the woman or girl throughout the period of accompaniment, and is submitted to the Case Coordinator to be kept in the survivor's file and built on during the evaluation and intervention process.





### The Psychologist:

- ◀ Participating in the multispectral case management and preparation intervention plans in coordination with the case workers.
- ◀ Preparing a preliminary psychological assessment of the situation of women and girls residents in the shelter in order to build a psychological plan based on the initial information available about the survivor, and assessing the surrounding risk factors.
- ◀ Applying psychological tests and measurements to assess the needs of women and girls survivors of violence and who are considered at risk residing in the shelter in accordance with the intervention plan and in consultation with the survivors.
- ◀ Providing psychological support and counseling to women and girls residents in the shelter to help them address and overcome their problems.

### The Social Worker:

- Participating in the multispectral case management and preparation intervention plans in coordination with the case workers.
- Studying the survivor's circumstances and issues from a social perspective and gathering information relevant to the shelter environment and the residents to better understand the surrounding conditions.
- Evaluating and determining risk factors, analyzing strengths and weaknesses, and identifying the required services and procedures in consultation with the residents in the shelter.
- Providing social services to the residents within the shelter to help them address and overcome their problems.
- Developing a protection plan that is in line with the assessment of the risk factors.

### The Coordinator of Rehabilitation Programs and Recreational Activities:

She is responsible for preparing, organizing, and coordinating the social rehabilitation programs and recreational activities for women and girls residents in the shelter, including vocational trainings, sports activities, and more.

### The Nurse:

Provides the primary medical support to residents and determines the need for specialized medical support based on the condition.

### The Legal Specialist:

Provides legal advice to women and girls and follows necessary legal procedures with relevant authorities.

Disseminates legal awareness through delivering lectures and holding group meetings with the resident women, particularly with regard to international laws and conventions relating to women's rights and personal status law.

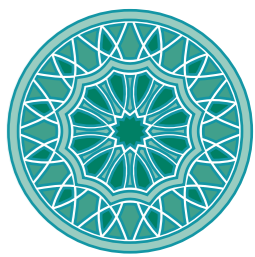
### The Specialist in Dealing with Children:

Provides programs and activities designed for the children accompanying the survivors.

### The Support Services Team:

It consists of the janitors, cooks, maintenance workers, drivers, guards, and procurement officers working for the shelter. They provide the required logistical support to ensure the proper management of the daily affairs of the shelter.





### 3. The Case Management Methodology and Procedures, and the Intervention and Referral Tools:

Case management is a work methodology that aims at empowering the resident women and educating them about the different options and services available, as well as supporting them to make their own informed decisions, to confront the violence they have experienced and to prevent it from happening in the future.

Case management is also a working methodology based on the wishes and needs of women survivors. It includes planning the intervention process, dealing with the situation of violence in a sequential manner, specifying the joint responsibilities and roles of the team, as well as the different professional perspectives and the specificity of each case and its needs, from the admission in the shelter to the exit and reintegration into society.

Case management involves conducting a comprehensive study of the violence and the relevant required services. These services are coordinated, managed in a systematic manner, and monitored in coordination with internal and external service providers

**The intervention plan includes four main elements:**

Intervention priorities, which are determined in coordination with partners, and with the participation of the survivor herself.

The responsibility of each entity or service provider.

Defined timeline for implementing priorities.

Expected outcomes of intervention activities.

The Case Coordinator, in partnership with the case management team, builds a coherent and interconnected action plan to ensure that the set objectives are achieved. This action plan is established on sound scientific foundations and based on reality, needs, and priorities. The action plan must also be flexible, adaptable, and developed in light of the changing realities and emerging developments.

Based on the intervention plan, the Case Coordinator collaborates with the survivor alongside the case management team by holding regular meetings or case conferences. A specific schedule for these meetings may be developed, which considers the survivor's requirements and needs. The survivor is invited to these meetings in order to set comprehensive, detailed intervention plans to deal with her situation. This is done according to her surrounding risk factors, and with a focus on empowering and reintegrating her with her family and/or into society.

The Case Coordinator and case management team are committed to following the below procedures in developing and following up on the multidisciplinary intervention plans:

#### Conducting a holistic assessment of the survivor's problem and circumstances:

This assessment process is a dynamic and continuous process during which appropriate services are identified to support the survivor. The assessment process begins with the collection of information that helps to understand the survivor's case, her circumstances, and the surrounding risk factors while identifying them and analyzing strengths and weaknesses in order to determine suitable services and procedures.

#### Developing a comprehensive multidisciplinary intervention plan

carried out based on the results of the evaluation where the priorities of the intervention are identified, the available needs are met and translated into a comprehensive action plan based on correct and professional information, according to which the objectives, strategies, and time frames for the implementation of services are determined. This plan notes the distribution of roles and responsibilities required for its implementation, especially the actions to be taken immediately, in the short or long term, with an emphasis on the importance of involving the survivor in all actions related to the preparation of the plan.





### Implementing the multidisciplinary intervention plan:

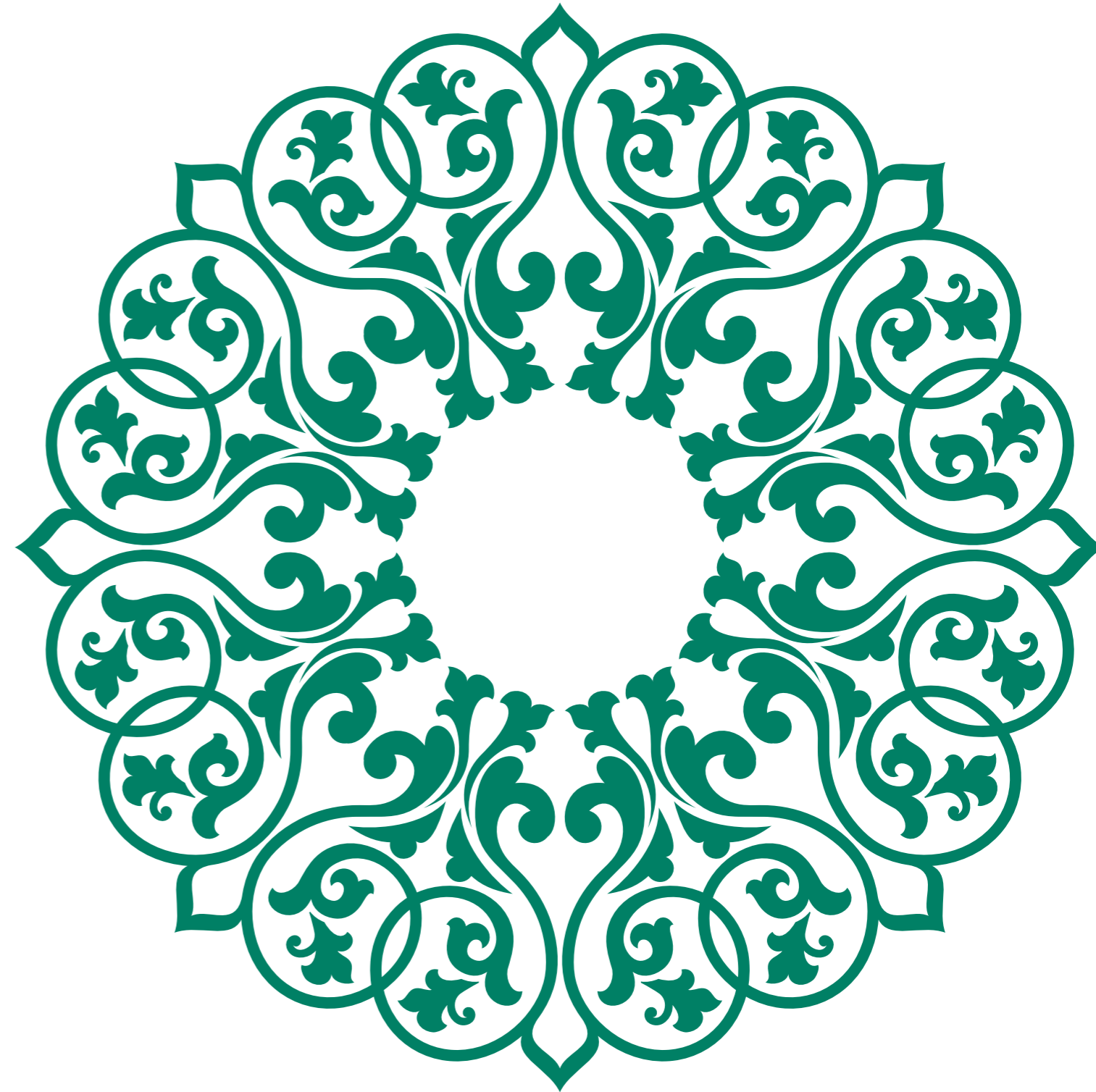
This involves implementing the intervention plan. The implementation may include the provision of direct services or referrals to other institutions, emphasizing on the coordination amongst the case management team as per the established action plan, time frames, implementation mechanisms, and the relevant follow-up recommendations by the Case Coordinator, while considering the best interest of the survivor.

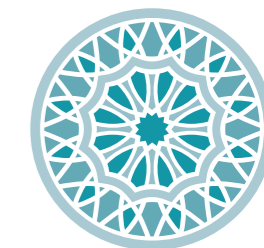
### Following up on the implementation of the multidisciplinary action plan:

This step is necessary in order to review the progress made in the implementation of the plan, while ensuring the protection and safety of the survivor, addressing her problem, meeting her needs, and empowering her.

This monitoring process helps identify any challenges and difficulties that may hinder or change the course of implementation of the intervention plan and contribute to the development of additional or new alternative measures that would address all obstacles that may alter the course of the intervention plan.

To guarantee the success of the monitoring process, it is also important to obtain regular feedback from the service providers to ensure the plan's progress and the achievement of the goal. Feedback also assists in detecting any changes that may require immediate action.





## 4. The Stages of Response and Intervention in Accordance with the Case Management Methodology:

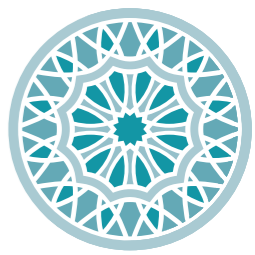
### The immediate response stage:

The immediate response procedures begin after completing all the admission procedures and designating a Case Coordinator by the administration of the shelter and the Case Coordinator Supervisor. This phase involves providing support services to the survivor focusing on ensuring her protection and personal and physical security. The Case Coordinator initiates interactions with the survivor by interviewing her and focusing on the following:

- ◀ Providing the initial psychological support to the survivor, obtaining her consent to receive services, informing her of the available services and options, and explaining the positives and negatives resulting from each provided service.
- ◀ Conducting the initial assessment based on the information provided by the survivor herself or from any other source, in order to determine the urgent physical, psychological/social, and security needs, including the risk factors that pose a threat to the personal, family, and community level, all of which is carried out in partnership with each of the psychological, social, and legal specialists working at the shelter. Coordination is possible with any other external party including, for instance, the security authorities, in order to weigh the risk factors and threat level, evaluate her personal safety and security, and identify the immediate needs and interventions.
- ◀ Based on the results of the initial assessment, the intervention priorities are identified by the Case Coordinator in partnership with internal and external service providers and partners, along with developing an “immediate response plan”, which determines the responsibilities of the case management team and the relevant time frame to abide by.
- ◀ Engaging the survivor in the intervention plan, procedures, the interventions to be taken, the available options and each of their relevant consequences, as well as obtaining her informed consent according to her best interest.

- ◀ Implementing and monitoring the immediate response plan in coordination with the service providers. Each service provider delivers assistance according to their specialization and the approved immediate response plan, while the case management team commits to continuously evaluating and following up on the survivor's case, as well as monitoring any developments that occur, and discussing the decisions to be taken in relevance with the survivor's requirements and needs. It is necessary to document the information related to the survivor and her family as it is one of the most important steps to be followed by all concerned partners at this stage in order to prepare the needed reports.
- ◀ Based on the follow-up report on the implementation of the immediate response plan, the observations and recommendations of the relevant partners, the Case Coordinator informs the Case Coordinator Supervisor of the progress of the work, its latest relevant developments, their impact on the survivor's circumstances, and the implementation of the immediate response plan. The latter provides his/her recommendation in line with the case management standards and guidelines that ensure the protection and security of the female survivor and provide her with psychological, health, and legal needs.

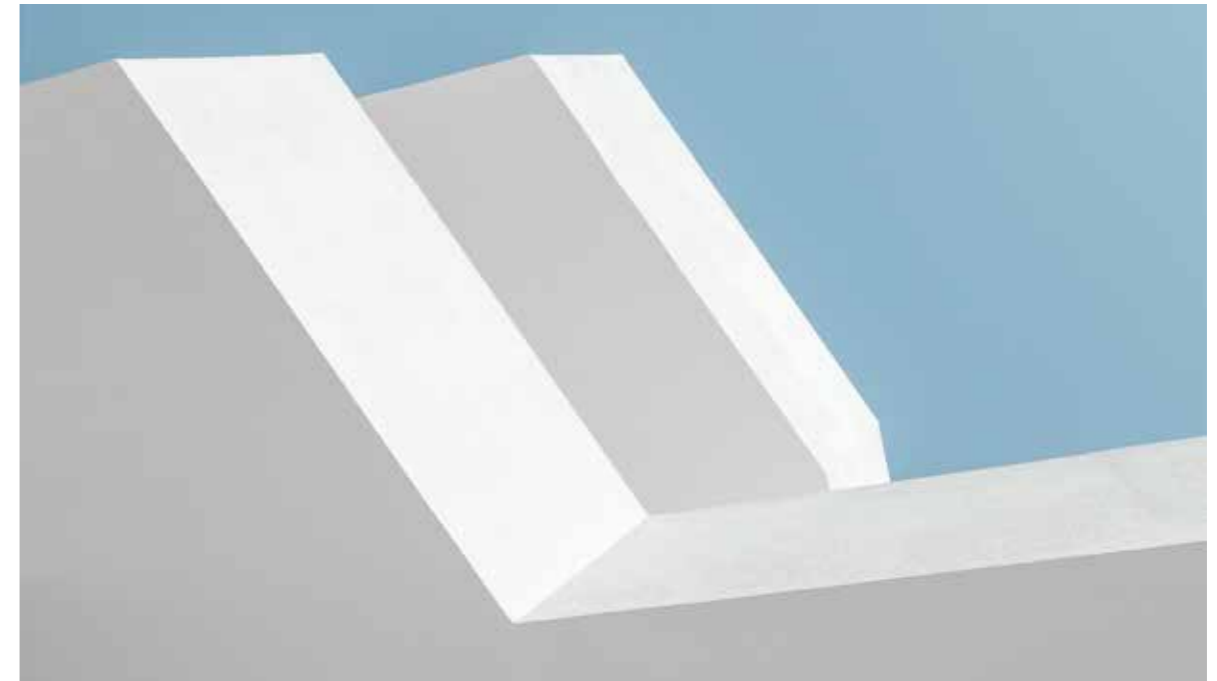




### The intervention stage:

The Case Coordinator, at this stage, focuses on:

- ◀ Determining the type of intervention, whether it is short or long-term, based on several factors, including the risk factors threatening the survivor, her needs, the nature of her surrounding circumstances and complexities, and the length of her stay in the shelter.
- ◀ Initiating a case meeting, attended by both internal service providers and external agencies involved in the survivor's case, in order to study all the case aspects: social, psychological, health, legal/judicial, accommodational, and educational. Based on the data of this study, the case conference attendees determine the intervention plan and actions to be taken to support the survivor and help her overcome the violence to which she is exposed and to reintegrate her into her community.
- ◀ Involving the survivor in the available procedures, options, their relevant consequences, and the plan to be implemented in accordance with the survivor's best interest.
- ◀ Preparing an intervention plan, which includes the types of interventions deemed appropriate to the survivor's needs and the nature of those needs upon the approval of the case management team, while indicating the type of the intervention, determining the responsibility of each service provider and the actions to be taken, and setting it within a time frame along with the adoption of a specific mechanism to follow up on the implementation of this intervention plan.
- ◀ Based on the follow-up report on the implementation of the intervention plan and the observations and recommendations of the relevant partners, the Case Coordinator informs the supervisor of the progress of the intervention with the survivor and the relevant developments that have occurred since the beginning of the intervention, obtains his/her approval of the proposed procedures, and ensures that all measures are taken to guarantee the protection and security of the survivor, secure her psychological, health, and legal needs, and reintegrate her into her family and/or the community, guaranteeing her best interest and helping her overcome the ordeal of the violence she had endured.



- ◀ The case management team assesses the case of the survivor and her family and conducts regular and recurrent case discussion meetings in the presence of ongoing risks or needs that require intervention. The services provided to the survivor and her family are monitored, evaluated, and documented, and appropriate intervention measures are regularly developed. The following list includes the most important items discussed in these meetings:
  - The revision of the procedures agreed upon within the intervention plan developed to protect and support the survivor.
  - The exchange of experiences, such as good practices, the obstacles and reasons that hindered achieving required standards.
  - The revision of the intervention plan that was developed and agreed upon in the case conference with the participation of the survivor, and the extent to which the objectives of the plan were met.
  - The discussion of the survivor's needs for rehabilitation services, the assessment of her family's needs for support and rehabilitation, and the action that would enable her to reintegrate socially and economically after overcoming the damage caused by her exposure to violence.
  - The case management team assesses the case of the survivor and her family and follows up on it on a regular basis.

- The discussion of the decisions that followed the implementation of the intervention plan and evaluating the risk factor assessment, based on the report data from the implementation and the monitoring of the intervention plan. Discussions are also held among the case management team in the presence of the survivor herself. Decisions are made based on the following recommendations and the appropriate actions regarding the survivor are completed accordingly:

The File/Case Closure Procedures: Based on a comprehensive multispectral and multidisciplinary assessment, and if the case management team deems that the objectives of the comprehensive intervention plan were achieved, that all its activities were carried out, and the risk factors were eliminated, and that no further services are required by the shelter, and with the informed consent of the survivor herself, the decision to leave the shelter and reintegrate her into the family and/or community is made in the best interest of the survivor. In this case, the Case Coordinator transitions to the closure of the survivor's file/case and shelter exit, while making sure to inform the survivor of the security and personal safety plan to follow after leaving the shelter and the necessary instructions to abide by in order to protect her in case she needs any additional support in the future.

Based on the comprehensive multispectral and multidisciplinary assessment, and in the event that the case management team finds that the objectives of the comprehensive intervention plan and the implementation of all its activities have not been achieved, and the survivor still needs additional services and interventions, the necessary services and procedures are agreed upon according to the survivor's needs and are outlined in an action plan that reflects these needs. The case management team prepares and continues to implement this plan.



