



Learning from the SAFE Justice Community Score Card:

Final Learning Report

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The SAFE Justice Community Score Card process was a local adaptation of Community Score Card models used globally and in Nepal in other sectors. Its design was led by CARE Nepal, through a participatory process with DFID and IP-SSJ partners, and focused on GBV response services provided by the Nepal police and Judicial Committees. This report details the final reflections of CARE Nepal and partner project staff on how the process worked and what could be strengthened in future. It also provides a set of recommendations for the sustainability and institutionalization of the CSC in the justice sector.

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Funded by DFID via the IP-SSJ framework, SAFE Justice was the first project in which CARE Nepal used the Community Score Card (CSC) tool in the justice sector. The SAFE Justice CSC process was a local adaptation of CSC models used by CARE globally and in Nepal in other sectors. Its design was led by CARE Nepal, through a participatory process with DFID and IP-SSJ partners, and focused on GBV response services provided by the Nepal police and Judicial Committees. This report details the final reflections of CARE Nepal and partner project staff on how the process worked and what could be strengthened in future. It also provides a set of recommendations for the sustainability and institutionalization of the CSC in the justice sector in Nepal.

I. Overview of SAFE Justice Community Score Card

The CSC models introduced within SAFE Justice and in Search for Common Ground's Pahunch project (around the same time) were the first to be trialed in the justice sector in Nepal. The CSC model CARE has implemented through SAFE Justice was informed by CARE's extensive global experience with CSCs, but is also heavily based on the outputs of a co-design workshop with CARE Nepal, Search for Common Ground Nepal, SAFE Justice partners, and DFID Nepal, in Kathmandu in August 2017.¹ This local model was documented and set out in a bespoke manual (SAFE Justice Community Score Card: A Field Guide for Nepal),² and that manual was then updated and re-issued based on findings from a review and adaptation process in 2018, and then again based on the final reflection process outlined in this report (in August 2019).³

Overall, the chosen sectoral focus of the justice sector, and in particular the application of the CSC model in the midst of Nepal's transitioning subnational governance structure, was an ambitious choice within SAFE Justice. Despite this, the process has demonstrated strong positive results, particularly in terms of improved police-community relations and community awareness of, and connection to, the new Judicial Committees.

However, the context did necessitate a particularly flexible and adaptive approach, in order to shift the structures and stakeholders involved with the CSC, in step with major political changes. While the CSC was not set up as a formal 'pilot' per se, CARE tried to treat it as such, scheduling deliberate junctures to reflect on the functioning of the model, hear from frontline staff on what is working and what is challenging, making and documenting concrete adaptations along the way.⁴

¹ At this workshop in Kathmandu, staff from DFID Nepal, Search for Common Ground Nepal, CARE Nepal/CARE International, Shree Swanra Integrated Development Center (SSICDC) from Gorkha, Sahayatri Samaj Nepal (SSN) from Dhading, Mahila Atmanirvarta Kendra (MANK) from Sindhupalchowk, Working for Access and Creation Nepal (WAC – Nepal) from Achham, and PeaceWin from Bajura participated. Additional participation from the Centre for Security and Justice Studies – Nepal provided critical inputs to the workshop.

² Justice Sector Community Score Card: A Field Guide for Nepal. Version I.

³ Justice Sector Community Score Card: A Field Guide for Nepal. Versions II and III.

⁴ Community Score Card: Reflection and Adaptation Report. August 2018.

By way of a broad overview, the SAFE Justice CSC process itself has included five key phases of work (see below for further details) for each cycle. Three cycles took place during the course of the SAFE justice project timeframe. Throughout each phase, CARE paid particular attention to integrating a Gender and Social Inclusion (GESI) lens, including devising concrete approaches for strengthening the participation and opportunities for influence for women and female youth in the CSC process, and monitoring for protection concerns. For more detail and full guidance on the SAFE

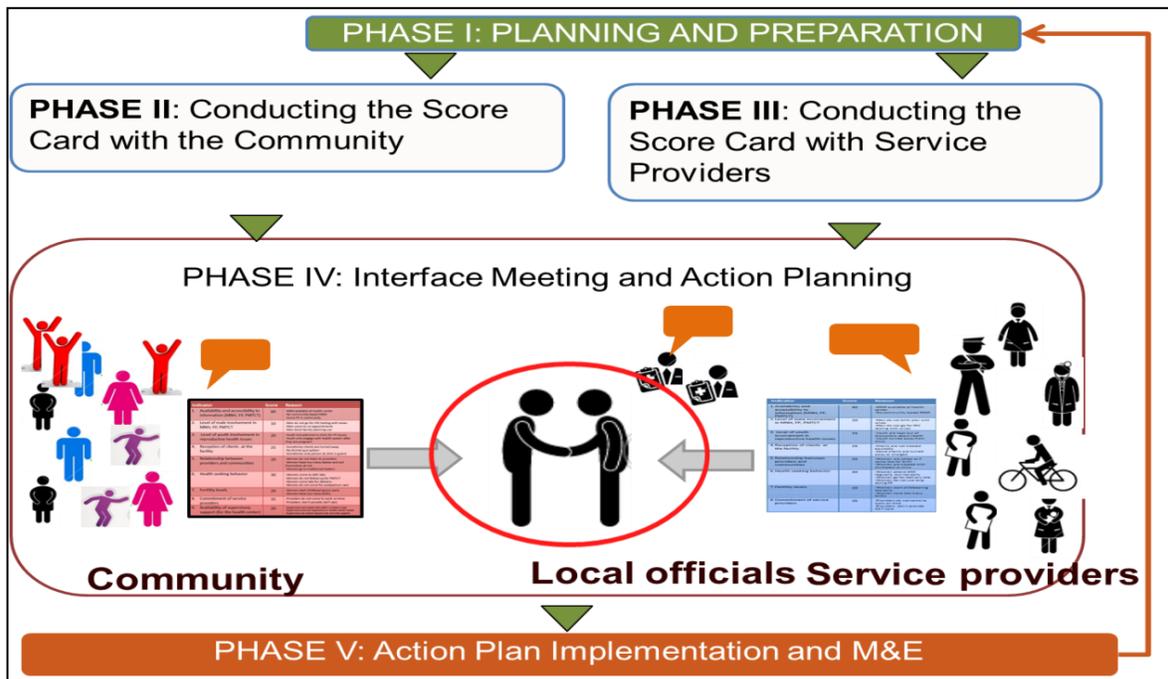
Justice CSC process (including details on GESI approaches), see the latest version of the Justice Sector Community Score Card field manual.⁵

The following briefly outlines the five key stages of the SAFE Justice CSC process (as seen in the figure below):

What is a Community Score Card?

- a **two-way** participatory tool for discussing, planning, and improving services and relationships;
- a process that brings together the 'demand side' (service users) and the 'supply side' (service providers) to **jointly find agreed ways** of addressing service delivery problems;
- An **ongoing process of dialogue and continuous improvement** over time.

Phase I: Planning and Preparation – The first phase focuses on raising awareness of the CSC process with communities and service providers. One important aspect of this phase is designing and confirming the indicators that will be scored. The SAFE Justice CSC included 11 indicators (see



⁵ Justice Sector Community Score Card: A Field Guide for Nepal. Version III.

the indicators listed below). In SAFE Justice, this phase also included using CARE’s Underlying Causes of Poverty and Vulnerability Analysis (UCPVA) to identify marginalised areas for inclusion in the CSC process.

Phase II: Conducting the Score Card with the Community – In this phase, a set of gender and age-disaggregated Focus Group Discussions (FGDs) with women, men, adolescent boys, adolescent girls, and 'influencers' are conducted (by SAFE Justice social mobilisers). Each group comes together to score the 11 selected CSC indicators (on a scale of 1 – 25). This involves conducting two FGDs of each type (for women, men, adolescent boys and adolescent girls) and one FGD for influential men and women, resulting in a total of nine FGDs in each rural municipality.

Phase III: Conducting the Score Card with Service Providers – This phase involves scoring the same set of 11 indicators in two sessions with service providers (one session with police and one with the Judicial Committee at rural municipality level). The CSC process with service providers is also facilitated by social mobilizers.

Phase IV Interface Meeting and Action Planning: This phase of the CSC process consists of the interface meeting (also called a dialogue event), which includes both service providers and service seekers (community members), and especially influential stakeholders, like community leaders, teachers, process facilitators, etc. The scores from each group, along with the reasons for them, are discussed in this forum. This provides an enabling platform for the groups to share their scores,

Community Score Card Indicators: For the Safe Justice Project, 11 indicators were finalized through a participatory process. The yellow highlighted indicators are for the police services, the blue are for the Judicial Committee, and the red highlighted indicator is a joint indicator for both the police and the Judicial Committee. Communities scored against all of these.

Community Score Card (CSC) Indicators
1. Community knowledge about police services
2. Willingness of police to register cases and timely respond to them
3. Coordination and collaboration of police with Judicial committee
4. Proactive and respectful behavior of police
5. Willingness of wider community members to report crimes and to provide support during investigations
6. Regular interaction and communication between police and communities
7. Response of police on GBV cases
8. Confidence of any survivors to directly report to police
9. Fair, resourceful and capable judicial committee
10. Response of Judicial committee to GBV survivors
11. Community knowledge on service of judicial committee

provide reasons, answer questions from other participants, and also make recommendations for improving services.

After this, an action plan is developed through a participatory process, reflecting a consolidation of the recommendations from separate groups, aimed at addressing the gaps and challenges mentioned by both the service providers and service seekers. Once the action plans are developed, they are shared for endorsement from the police and the Judicial Committee.

The endorsed action plan, along with the final scores, are printed and posted in public, often outside the police station, Judicial Committee buildings, and/or the rural municipality office.

Interface meeting invitation checklist:

- What levels of government need to be represented? Who are the people who can make decisions about the issues raised so far?
- Does the interface meeting include our target beneficiaries, and is the participation equal from a gender lens? Is the participation otherwise inclusive?
- Who has a mandate to take the issues forward, including budgeting for certain activities? Are there enough 'decision-makers' present?
- Which community leaders and institutions (committees, CBOs, etc.), who may find the CSC findings relevant, need to be invited?
- Who can explain why certain services are being done poorly, or what the challenges are to implementing these services?

As one of the good practices introduced by SAFE Justice, 20% of GBV survivors were included in each interface meeting during the third CSC cycle. These participants were identified by social mobilizers. This is done to ensure the meaningful participation of GBV survivors, and also bring their issues in the forefront. This was an effective addition to the CSC process in Cycle 3.

Phase V: Action Plan Implementation and M&E – This phase includes setting up a monitoring committee to oversee progress against the action plan. The monitoring committee members visit different service providers and conduct meetings to discuss the progress of the action plan implementation, over an approximately 6-month period. As part of the monitoring and evaluation process, CARE and partner staff compile and analyze the scores to understand how different community members view different aspects of the scored services, and how their views of some services are changing over time. The findings are then shared through district level engagement meetings in the next CSC cycle.

I. Quantitative Analysis: Key Trends and Highlights

The below is a brief analysis of each indicator included in the CSC process.

Indicator 1: Community knowledge about police services

Average Scores:

Cycle 1: 12	Cycle 2: 13	Cycle 3: 17
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The overall analysis of this indicator indicates an increase in community knowledge related to police services. The disaggregated analysis of the indicator suggests a consistent increase in scores across groups (women, men, girls, boys, key women, key men, and police), which further validates the fact that communities are becoming better informed about the services provided by the police.

From the qualitative data (the reasons provided for scores), it appears that increased community knowledge about police services is due to increased visibility of the Nepal Police (partly through the Community Police Partnership Program or CPPP), and increased patrolling in communities. However, many communities have also reported to have little information about the legal provisions and timeframes required for case registration, and have limited knowledge about the women's cells/women and children service centres. Despite increased patrolling, police patrolling and information have still not gained a wide reach in more remote areas of the rural municipalities in which SAFE Justice was implemented.

There is not much difference in the scores for this indicator by district. However, communities in Achham seem to have less information about police services, as compared with other districts.

Indicator 2: Willingness of police to register cases of GBV and timely respond to them

Average Scores:

Cycle 1: 12	Cycle 2: 13	Cycle 3: 16
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A gradual and consistent increase of scores has been recorded for the above-mentioned indicator, suggesting increased willingness of the police to register cases related to GBV and respond in a timely fashion. Analysis of scores by district is consistent in this regard – reasons provided for increased scores regularly include the community perception that police are becoming more responsive on GBV cases.

However, participants from Siranchowk, Palungtar, Barpak and Bhimsen Thapa rural municipalities in Gorkha expressed certain reservations in their reasons for their scores for Indicator 2. For example, they mentioned delayed actions by police, and police not being proactive in registering and/or investigating GBV cases. Some people from Budiganga and Budhinanda rural municipalities

of Bajura district mentioned feeling that there are inadequate police human resources available in the area, which hinders the timely response of the police. Participants from Benighat (in Dhading district), noted that they feel that police are not proactive and lack interest in registering GBV cases.

Indicator 3: Coordination and collaboration of the police with the Judicial Committee

Average Scores:

Cycle 1: 10	Cycle 2: 09	Cycle 3: 13
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In comparison to the first and second CSC cycles, there is an increase in scores in the third cycle of CSC, indicating that communities perceive that coordination and collaboration between the police and the judicial committees has strengthened. Anecdotally, some strategic public outreach by the judicial committees, twinned with some coordinated information-sharing activities by the police and the judicial committees, have contributed to this change. However, many communities still reported confusion between the roles, mandates, and jurisdictions of the police and judicial committees. In addition, lack of awareness about formal coordination meetings and cooperation between police and judicial committees has been cited as a reason for lower scores in some rural municipalities. District-wise analysis of the scores for the indicator shows a similar trend to the average, but communities in the earthquake-affected districts voiced their dissatisfaction a bit more strongly than in the far west (possibly in keeping with wider trends of more frank feedback provision in the earthquake-affected districts).

Indicator 04: Proactive and responsible behaviour of police

Average Scores:

Cycle 1: 12	Cycle 2: 13	Cycle 3: 17
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Analysis of the scores for Indicator 4 across CSC cycles suggests that communities believe that police have become more gender-responsive and sensitive in handling GBV cases. Community members in all SAFE Justice districts gave examples of what they consider to be more sensitive police behaviour, such as a case in which the police proactively lobbied for the introduction of a legal advisor to assist them in cases related to GBV and another in which police advocated to fast-track GBV referral mechanisms. Other examples include the introduction of a specific help desk,

along with other forms of enhanced assistance provided to GBV survivors to report cases at the police stations.

However, there were also quite a few examples in which communities articulated feeling that more proactive measures needed to be undertaken by the police. There were some communities who reported a lack of gender-sensitive services from police, such as what they viewed to be unfair and biased police behaviours toward women, including police officers who actively undermine or downplay the issues of women and girls and believe/suggest that “*women don't know anything*”. Based on this underlying prejudice, they do not trust women’s narratives or reports of their experiences, do not proactively register or investigate GBV cases, and sometimes actively delay legal processes they are responsible for. Within the dataset, participants from Achham, Bajaura and Gorkha expressed serious concerns (in the qualitative data) about the gender sensitivity of police, and many also expressed frustration about the lack of adequate human resources in the police stations, creating a situation in which police were only responsive to nearby or easily accessible places. Despite the above from Achham and Bajaura, communities in the earthquake-affected districts generally gave lower scores for this indicator than those in the far west (again, potentially in keeping with the observation that communities were more willing to criticize police in the earthquake-affected districts throughout the project). Communities in both Dhading and Gorkha reported feeling that police services are biased based on power and access.

Indicator 05: Willingness of wider community members to report crimes and to provide support during investigations

Average Scores:

Cycle 1: 11	Cycle 2: 12	Cycle 3: 14
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Average Scores by the Police:

Cycle 1: 15.45	Cycle 2: 15.5	Cycle 3: 16
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The CSC scores remained quite consistent during the first and second cycles for this indicator, but analysis of the third cycle of the CSC process shows an increased willingness of communities to report cases and also support the police during investigations. Desegregated analysis suggests that scores given by women’s groups had actually dropped between the first and second cycles, but

then increased during the third cycle. The more supportive nature of the police, more timely and professional support to GBV survivors, and the establishment of referral mechanisms have been cited as the major reasons for the change in the scores. As respondents in Budiganga, Bajura stated, police have become more accessible, and many people feel comfortable to call the police on their private numbers and a toll-free number to report cases, and also act as informants to support them in ongoing cases and investigations.

However, communities have also expressed that social sanctions and the fear of ostracization hinder justice-seeking behaviour and reporting. Many GBV survivors tend to remain quiet during investigations and do not cooperate with the police for the fear of being stigmatized and discriminated by their family, peers, and society. This is one of the reasons why many GBV cases become 'hostile' (the term used by police), as women who report cases later retract the cases due to internal and external pressures. Many women who participated in FGDs stated that women who report cases of violence against their husbands or in-laws are forced to leave their homes, and given that most of them are not financially independent, they are then forced to live in poverty. Despite many communities reporting more willingness to actively report GBV cases, support survivors to report cases, and cooperate during investigations, many communities also were found to discourage reporting, mediate cases in the community instead of taking them to the police, or pressure survivors to take back cases they had reported.

Actor-wise analysis reveals that the police scores for this indicator have increased slightly. However, we can also see that the police started with a notably higher perception of community willingness to report and support investigations than communities themselves had.

"Inter-face dialogues (a part of the CSC process) have helped bridge the difference between the service providers and the community. After the interface dialogues, we have reported more than 6 cases of child marriage, and 4 cases have been resolved. This is a drastic change in the attitude and behavior of the police, as they have become more respectful towards the community needs."

– Radhika Chepang, Dhading

Indicator 06: Regular interaction and communication between police and communities

Average Scores:

Cycle 1: 08	Cycle 2: 09	Cycle 3: 15
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Analysis of the third cycle of the CSC process shows a significant increase in the scores related to Indicator 6, focused on measuring community and police interaction and communication. FGDs

with service-seekers suggest an increase in public dialogue and discussion between the police and the community, and public outreach initiatives organised by the police has also helped educate and inspire communities to seek police services. Interaction with service-seekers in Chaurpatii, Accham suggests that the use of information technology by the police has also strengthened communication and trust between the police and the communities, as key community personnel receive regular updates on safety and security on their mobile phones, which is later cascaded to the wider community. This has further humanized the police force and has established them as a more collaborative actor.

When analysed by district, we again see that communities in the Far West tended to be more positive than communities in the earthquake-affected districts. The adolescent girls in Palungtar, Gorkha stated that the police should develop strategic interaction programmes, especially focusing on adolescent girls and women. They continue to feel that their issues are less prioritized, and that the police are more inclined to be responsive related to the issues of those in power, or influential people in society.

“One of the changes that I have witnessed in the course of participating in the CSC process is the uncensored conversations heralded during the interface dialogues. The interface dialogues, the last phase of the CSC process, provides an enabling environment for community, as well as the service providers, to come together to assess the reviews and scores generated from multiple layers of scoring, and discuss pertinent issues which hamper service delivery.”

- Ram Chandra Ghimire, Inspector, Area Police Office (APO), Jaubari, Gorkha

Indicator 07: Response of Police on GBV cases

Average Scores:

Cycle 1: 11	Cycle 2: 11	Cycle 3: 16
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For Indicator 7, the first and second cycle scores were consistent (and quite low), but there was a notable increase in scores in the third cycle. FGDs conducted with communities suggest people see an increase in gender-sensitive behaviour on the part of the police, and that GBV survivors have increasingly received professional services, including new safeguarding measures introduced by the police to maintain confidentiality and protection of the best interests of the survivors during case processing. Communities have also expressed that referral mechanisms have gotten simpler and police stations feel safer and more confidential, and the introduction and retainment of women constables to attend to GBV cases has also contributed to the increased scores.

However, in almost all the working rural municipalities, participants emphasized the need to have both more women police officers, and to ensure they are well-trained and prepared to deal with GBV cases. Many women highlighted the lack of conducive environment inside police stations, such as the absence of separate room for reporting cases. Participants from Panchpokhari municipality (of Sindhupalchowk) raised concerns over the lack of confidentiality, sensitivity, and privacy in the handling of gender-based violence cases by the police. Similar concerns were raised by participants from Bannigadhi municipality of Achham and Siranchok municipality of Gorkha, who noted that there is a lack of safe and comfortable environment for case reporting/registration. Some communities in Achham, Bajaura, Dhading and Gorkha districts mentioned feeling that police lack gender responsiveness and sensitiveness in how they deal with GBV cases. All in all, serious concerns about the police station environment and police attitudes and behaviour were expressed by at least some project participations in each project district, even toward the end of the project, pointing to the ongoing challenges with police response to GBV cases.

Indicator 08: Confidence of any survivor to directly report to the police

Average Scores:

Cycle 1: 11	Cycle 2: 12	Cycle 3: 15
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By the third cycle, scores related to Indicator 8 have increased in comparison to the first and second cycles of the CSC process. An actor-wise analysis of the third cycle reveals that women, who had previously scored lower on this particular indicator, have scored more in the third cycle, driving the change. Evidence generated from the FGDs reveals that people believe the police have become more empathetic to GBV survivors, and feel they are taking a more humanized engagement approach, resulting in more GBV-survivor friendly report handling mechanisms and increased confidence to report.

However, many communities still discourage reporting GBV cases to police due to negative social norms, and victims who have reported still often retract their cases, potentially due to expensive legal procedures, settlement offerings by perpetrators, and ongoing biased police behaviour. The information detailed under Indicator 7 above is relevant for better understanding why confidence of survivors to report remains problematic.

The district-wise analysis of the CSC scores shows that respondents in Achham, Bajaura, Dhading, and Gorkha districts) have greater confidence in reporting (but this does not appear to be the case in Sindhupalchowk). However, as noted above, concerns are still regularly expressed, especially in Bajaura, Dhading and Gorkha. Women participants in Bajaura spoke of fearing direct reporting to the police due to their lack of gender sensitivity, and women participants in Dhading noted that

they hesitate to report cases to the police because their cases are not prioritized and they feel their stories are not trusted.

"We were told that interacting with the Nepal Police was bad, and we would lose our "ijjat" (honour) if we go and report our husbands to the police. But after being a part of ReFLECT, I realized that keeping quiet about violence is WRONG and no one has the right to taint our SELF-ESTEEM!"

-Sukha Maya Gurung, Gorkha

Indicator 09: Fair, resourceful and capable Judicial Committees

Indicator 10: Response of Judicial Committees to GBV survivors

Indicator 11: Community knowledge on services of Judicial Committees

Average Scores:

Indicators	Cycle 1	Cycle 2	Cycle 3
09	02	07	11
10	03	07	11
11	02	06	11

Overall analysis of the first and second cycle scores reveals notably low scores from the community towards the services provided by the Judicial Committees (the lowest scores of any indicator). However, the analysis of the third cycle suggests a substantial increase in the scores as compared to the other indicators. Evidence generated from FGDs suggests that outreach by the Judicial Committee members in communities, information and awareness sharing programmes, visibility of services in communities, allocation of funds for GBV survivors, and inter-agency collaboration are the major interventions resulting in the increase of scores. The low scores received during the earlier phases are likely due to the newly established Judicial Committees, and the time it has taken them to learn about their roles, jurisdiction, and authority.

However, there is also evidence generated from the FGDs that reveals a continued lack of awareness of the Judicial Committees (among communities), as many suggested that they were not clear of the roles and mandates of this body. Judicial Committees are also in some cases seen as inaccessible; for example, girls in Barpark, Gorkha stated that they have to walk for 3 – 4 hours to reach to the Judicial Committees. Participants from Palungtar, Siranchowk, Barpark, and Bhimsen

Thapa of Gorkha stated that they hesitate to seek support and counsel from the Judicial Committees because they do not provide shelter and psycho-social support. Some respondents from Dhading felt that their Judicial Committee is politically biased. Also, some of the Judicial Committees do not have the budget to provide aid to GBV survivors.

"The CSC process has supported us in understanding the public's expectation towards the Judicial Committees and has also helped us identify the gaps and challenges we face. As per the recommendations from CSC process, we have strengthened interaction with the police to establish case referral mechanisms, and also discussed on roles and jurisdiction. Similarly, to respond to the decreasing score of community knowledge on Judicial Committees, we have increased public awareness campaigns, and have also developed IEC materials to bolster community knowledge on the working of Judicial Committees. We have become more ACCOUNTABLE and SENSITIVE towards the needs of the public."

- Maya Kunwar, Deputy Mayor – Chaurpati RM, Achham

II. SAFE Justice CSC Good Practices

The SAFE Justice CSC process has generated a set of positive results, and CARE and partner staff have identified key features of the model that were critical to this success. The following section is divided between 'Critical Success Factors', which are considered indispensable to the success of the SAFE Justice CSC process, and 'Other Good Practices', which appear to have further enhanced the process.

1. Critical Success Factors

Defining Targeted Social Norms/Key Services: The SAFE Justice CSC process focused on the social norms and local justice services related to GBV. When the process initially started, this focus was left a bit more open, where a few of the CSC indicators and some aspects of the concurrent social norms change process (REFLECT) focused more broadly on wider police services and harmful social norms. This made it somewhat more difficult to track change over time or capitalize on mutually reinforcing gains from different programme elements by consolidating the focus of all components. Over time, SAFE Justice began focusing more uniquely on GBV-related social norms (acceptance of GBV, norms around reporting, norms around mediation, etc.). While the CSC can be used to look



at a range of issues, CARE recommends that future justice sector CSC interventions should be specific about what they want to focus on in order to target explicit changes. It is best to clearly define which social norms and justice sector services to focus on in all main components of the project/intervention, in order to capitalize on opportunities for different interventions to be mutually reinforcing and ensure a targeted and integrated change process.

Service Provider Targeting: Similarly, focusing on two specific actors (the police and Judicial Committees) was critical for the SAFE Justice CSC. CARE believes that a clear focus on limited essential actors in the justice sector is important for this model, and that both the police and the Judicial Committees were strategic choices. This focus was narrowed during the first year of SAFE Justice (from an initial longer list of targeted justice service providers). In the future, an even tighter focus from the beginning would be advisable. However, linking up to interventions focused on other actors could still be useful (though there appeared to be few other relevant interventions going on in the same areas).

Parallel Social Norms Change Interventions: Running a structured community-based social norms change process before and alongside the CSC helped to prepare the way and provide ongoing support for the CSC process in SAFE Justice. CARE's use of the REFLECT model for community-based social norms change created a platform to underpin the CSC process, including beginning the process of attitudinal change and starting to desensitize the discussion of issues related to GBV, prior to actually beginning the CSC process. REFLECT paved the way for a successful CSC process start-up, and then the CSC process and REFLECT became mutually reinforcing throughout the rest of the programme.

Selection and Mentorship of Facilitators: In SAFE Justice, social mobilisers from partner NGOs and Community Justice Resource Persons (CJRPs) did most of the CSC facilitation. Facilitators of the CSC process require good initial training (ideally including simulations), periodic refresher training, and a level of ongoing coaching and support, in order to prepare them to take on core aspects of the CSC facilitation on their own. This is true for any existing community facilitators, including CJRPs, in order to ensure they can operate without support from CARE and partners in the future. It is likewise true for any new facilitators that might get involved in a scaled up or continued CSC process.

Disaggregation of Focus Groups and Scores: The SAFE Justice CSC process did community level scoring in disaggregated focus groups of women, men, female youth, and male youth. This process created safe spaces for frank discussions on sensitive issues and also highlighted the differences in social experiences and opinions (by showing scores and reasons for scoring from these groups separately). It was critical to the social norms change process that the CSC process avoided consensus-based scoring across key groups, in order to circumvent having the discussions and scores dominated by power dynamics along the lines of prevailing social norms. The data disaggregation also at times drove dialogue during the Interface Dialogue meetings.

Indicators Related to Judicial Committees: The indicators for the SAFE Justice CSC process began focused only on the police, but during the start-up process, consistent requests from new local governments pushed CARE to add indicators that focus on the new Judicial Committees. The SAFE Justice team was responsive to this request, adding indicators that linked the CSC process clearly to the new subnational governance structures, creating more ownership and buy-in from those bodies. Due to the high rates of women who were elected to municipality vice chairperson positions (thus becoming the chairs of Judicial Committees), the inclusion of indicators for the Judicial Committees also gave the SAFE Justice CSC process the opportunity to work with a high number of women in local government leadership. As an unintended positive consequence, including indicators focused on Judicial Committees also gave a bit of an added push to municipalities that were otherwise reluctant to establish Judicial Committees as per their mandates. The indicators (and initial scores of zero for them, in places where Judicial Committees were not yet established) put a bit of positive pressure on municipalities to move forward with establishing Judicial Committees.

Data Collection and Analysis System: Building a good database for CSC scores and details, and having clear systems for documenting data, has been essential for the SAFE Justice CSC process. The project developed and strengthened the data management system across the three cycles of scoring. Having standard digital formats for storing CSC scores, reasons for scoring (open text data), and actions from action plans, along with a process for coding open text information, and a process for analyzing trends, is critical. Analyzing both quantitative and qualitative data has yielded rich insights into what is changing and why; however, it is also time-consuming and requires planning from the start.

Avoiding an Adversarial Approach: SAFE Justice focused on introducing the CSC as a constructive and collaborative process that opens up effective spaces for dialogue, but is not used to target or shame individuals. This is critical for gaining community and service provider acceptance for the process, especially related to the participation of the local police. For the most part, it was possible to conduct the CSC in this way, except for a few cases within Interface Dialogue events that became a bit combative. Facilitators emphasize a Code of Conduct for the Interface Dialogues, to try to address these issues in that forum. This Code of Conduct was a critical means of emphasizing the collaborative nature of the CSC.

Overall Cycle of Review and Adaptation: The SAFE Justice CSC went through a process of participatory design, review, and adaptation, as follows: co-design; trialing during Cycle I; review, reflection, and adaptation after Cycle I; implementation of Cycle II; a mini-reflection and adaptation process before Cycle III; and then a final review and reflection process at the end of the project. Each juncture for review included CARE field staff and partners, and notable changes were

made at each step based on group consensus. These adaptations were well-documented and these reports serve as key learning materials for future programming by CARE and other actors.⁶

2. Other Good Practices

Community Justice Resource Persons: It has been useful for SAFE Justice to establish a bridging role to link communities to government actors. In SAFE Justice, community volunteers called Community Justice Resource Persons (CJRPs) played this role. These individuals were active in CSC facilitation, organising Interface Dialogues, and generally liaising with police. Female project participants, in particular, have expressed appreciation for this role, and often consider it an important resource when they are attempting to report a case or pursue justice.

Standard Indicators: The project team initially planned to have 8 – 9 standard indicators and 3 – 4 ‘flexible’ indicators. Flexible indicators would be those suggested by communities themselves and would (likely) be different in each ward or target area. However, due to the high demand from local governments to include several Judicial Committee – focused indicators, all 11 indicators ended up being standardized across the implementation areas. Ending up with standard indicators probably made the data analysis process more feasible (although it clearly limited some space for community voice and issue prioritization). The SAFE Justice team feels that, looking ahead, standard indicators are the most likely way to keep the process feasible for others, especially as it relates to data analysis.⁷

Intentional Inclusion of GBV Survivors: In Cycle III of the CSC, the project added a target to include 20% female GBV survivors as a proportion of the participants in the women’s FGDs in the CSC scoring process. This was ensured by extending invitations directly to GBV survivors to join the FGDs (targeted via REFLECT groups and Social Mobilisers). By doing this additional outreach, more GBV survivors had a voice in giving feedback on their experiences with justice service providers, through the CSC process. Their participation also helped to ensure that CSC scoring was grounded in real-life experiences.

Focus on Confidentiality: Confidentiality posed a major challenge to various aspects of SAFE Justice and the CSC process, as it does in general related to addressing GBV, both at community level and among service providers. (For more details on this issue, see below in the ‘Challenges’ sub-section). SAFE Justice sought to address this issue in various spaces – as a discussion theme in REFLECT groups, in training and orientation with service providers, and within the Code of Conduct for

⁶ For documentation of the CSC review and adaptation process, see: Community Score Card: Reflection and Adaptation Report. August 2018; and Learning from the SAFE Justice Community Score Card: final learning report. October 2019. Changes are also reflected in the three versions of the Justice Sector Community Score Card field manual.

⁷ The SAFE Justice team reflected on the actual phrasing of each of the specific indicators at two key junctures during the project – at the CSC review and adaptation workshop in August 2018, and the final reflection workshop in August 2019. Small specific changes were brought to several indicators in August 2018, as detailed in the Community Score Card: Reflection and Adaptation Report. Further changes were discussed and recommended in August 2019, and these are detailed in the full notes from that workshop (available upon request to CARE Nepal).

Interface Dialogues as part of the CSC process (emphasized at each meeting for each cycle). Nevertheless, confidentiality concerns remained a key challenge throughout the programme, including within the CSC process. While CARE does not believe that it was any greater an issue within the CSC process than it is more generally, approaches to promoting and training on confidentiality should accompany any CSC process focused on GBV (or justice sector issues more broadly) in the future. This issue itself requires social norms change.

Peer Support Mechanism: Due to the sensitivity of the issues being addressed, and the challenge to deep-rooted social norms that is mounted when GBV issues begin to be discussed more openly and reported more often, reactions from some elements of society are inevitable. In SAFE Justice, REFLECT groups have been an important support mechanism for women who are reporting cases or discussing GBV via the CSC process. Beyond REFLECT, the SAFE Justice project has also created mechanisms to establish greater ‘support for the supporters’ themselves, as they have also come under pressure in their work. In particular, SAFE Justice has created a cluster-based informal CJRP

network so that CJRPs can connect with each other, have a space for solidarity, and exchange ideas. This kind of approach was a mid-project innovation and should be built in more systematically in the future.



Public Posting of Scoreboards: The project took the position that scoreboards would only be posted in palikas/wards in which explicit support from the police and local

government was given in advance, in order not to create a backlash against the CSC model by ‘naming and shaming’ justice service providers. In the first round of scoring, it was only possible to create public scoreboards in the earthquake-affected districts (not in the Far West). However, by the end of the project, it has been possible to post the scores publicly in all areas, through negotiating and gaining permissions from local actors. This negotiated approach has been positive for the project, eventually resulting in a consistent locally accepted practice of publicly sharing scores via scoreboards. CARE feels that publicly sharing scores is valuable for enhancing a sense of downward accountability to citizens (not just upward through a chain of command), and for driving the sustainability of the CSC model (because if people see the scores they are likely to ask when scoring will happen again).

III. Key Areas of Change

As noted, CARE and partners have been able to document a significant set of positive results, to which the team believes the SAFE Justice CSC has contributed. In this section, these key areas of change are briefly outlined in two key categories: substantial change areas, in which there appears to be significant movement and reasonable evidence that the SAFE Justice CSC process had a notable impact on the change; and emergent change areas, in which the project teams believes they are seeing positive change at least partially initiated by the CSC model, but which the team does not yet have the ability to fully capture or measure.⁸

1. Substantial Change Areas

- Formal **GBV reporting** has increased (as compared with pre-project data in treatment areas);
- **Responsiveness** of police to GBV cases has improved generally (based on community perception and CSC scores);
- **Fear of police** has lessened – community members report feeling bolder to approach police and police also report community members interacting with them much more openly. This change is seen across CSC respondent groups, including among female youth. However, there is still some variation between regions, where community-police relations in the earthquake-affected districts started from a slightly more open baseline than in the Far West. In the Far West, community members were often more hesitant and less open about their real issues in front of Judicial Committees and police. In FGDs, they would mention more sensitive things, but they often did not want to raise them in front of service providers. However, the fear did reduce over time – comparatively speaking, the confidence among community members in the Far West is growing;
- **Relationships between police and communities** have generally improved. The Interface Dialogues within the CSC process appear to have been particularly productive for relationship-building. Police report that in those spaces they began to see that marginalised community members had capacity and were ready to speak about sensitive issues. Similarly, community members began to feel that police were more approachable and well-intended, and they began to better understand the resource limitations police face in their ability to be responsive;

⁸ Further details on the results of the SAFE Justice CSC are detailed throughout the project's regular reporting and particularly, in the analysis after each CSC cycle. Many of them are also described in greater detail in the August 2018 CSC Reflection and Adaptation report. The MEAL service provider for IP-SSJ, the Palladium Group, has likewise captured some results in their set of evaluation and learning outputs.

- **Resource allocation from local government** for GBV response has increased substantially (often for safe houses, livelihoods of survivors, police phones, police motorcycles for patrols, etc.). This resource allocation has been driven by the CSC action planning process and it results in positive incentives for police to participate in the CSC process;
- **Police are increasingly reachable and accessible.** This is being driven by a) improved perceptions of police approachability, b) the establishment of reporting hotlines and greater circulation of these hotline numbers (via stickers, posters, etc.), and c) more consistent habits of carrying mobile phones in order to answer the hotline number while police are out on patrol;
- **Women's leadership skills have been enhanced**, especially among women in REFLECT groups and women who took on the role of CJRP. Increased leadership can be seen among female youth as much as among adult women. They are leading groups, defending/accompanying other women as they report cases, liaising with police, etc.;
- The **CJRPs are also taking on increased leadership positions** beyond the project, by sitting on local government committees, joining networks, becoming volunteers at mediation centres linked to Judicial Committees, etc.;
- There is evidence (including the perceptions of project participants) that the CSC process focused on GBV is contributing to **weakening the culture of silence** that hampers speaking openly about GBV/sexual violence;
- In several cases, the SAFE Justice CSC process helped to **get Judicial Committees formed** when they were new bodies. This effect tended to be in cases where there was particular resistance to doing so – often where rural municipality Chairs and Vice Chairs were from different political parties. The motivation to ensure that scores for Judicial Committees did not simply remain at zero (because the Judicial Committees did not exist) provided a bit of additional pressure to get Judicial Committees formed (according to informal feedback from local government actors, provided to project staff).

2. Emergent Change Areas

- Police are increasingly **engaging communities in public education and discussion** (rather than just patrolling without speaking, or only coming to communities to make arrests). This shift in the perception of police roles has been critical to improving police-community relations;
- There have been instances of **coordinated efforts** in this regard, among the police and Judicial Committees (doing joint community outreach). However, at the same time in other areas the politics between the two actors remains contentious, as their mandates often appear to overlap. Project staff report that 'an unhealthy competition' has grown up

between them in some places, including a drive to channel the reporting of GBV cases through their own structure (while avoiding interaction with other service providers) in order to get higher reported caseload numbers than other actors;

- Overall, the project team believes that the **'soft skills' (including community outreach and stakeholder relations) of police and Judicial Committees have been enhanced** and are being valued more highly now;
- Police report having a greater sense of **downward accountability to communities** now, as they know they are being watched and that communities have high expectations of them. They are less unilaterally focused on their accountabilities up through the chain of command. However, this vertical accountability structure remains quite potent;
- Two districts have already committed to **taking the CSC process forward** and have taken steps toward this by allocating a budget to support the process and establishing a planning process. SAFE Justice partner NGOs are involved in supporting local governments to continue the process (in Dhading and Gorkha), and municipalities have allocated a portion of the local budget to support this.

IV. Recommendations for Institutionalization

Based on CARE's learning from three cycles of the SAFE Justice CSC process, the following section outlines a set of recommendations for furthering the use of this model. The first section of these recommendations includes what the SAFE Justice team views as the first priorities for supporting the sustainability and institutionalization of the justice sector CSC. These are recommendations that are typically one-off interventions that can make near-term contributions to the furtherance of the CSC model. The second section is comprised of longer-term recommendations, typically suggesting work that would support and deepen the CSC process, but would require a longer horizon and further resources.⁹

1. First Priorities

- **Secure Technical Assistance for Training, Coaching, and Accompanying:** In areas that want to take up the CSC process after the end of the project (several have already started planning), some kind of ongoing technical assistance/accompaniment through the first couple of cycles would be useful (likely to be provided by local NGOs that have been part of SAFE Justice or similar programming). While this kind of support has been requested by

⁹ The August 2018 Reflection and Adaptation report included a set of recommendations as well, some of which were already acted upon in later cycles but some of which are still valid and could be considered in the future. This final report focuses on recommendations for sustainability and institutionalization specifically, but it is recommended that it is read in tandem with the August 2018 report. In particular, Annex I of the August 2018 report provides a list of agreed and recommended adaptation actions.

the local governments of Dhading and Gorkha, it is recommended that this kind of support would be needed in any area looking to continue/start-up the CSC process;

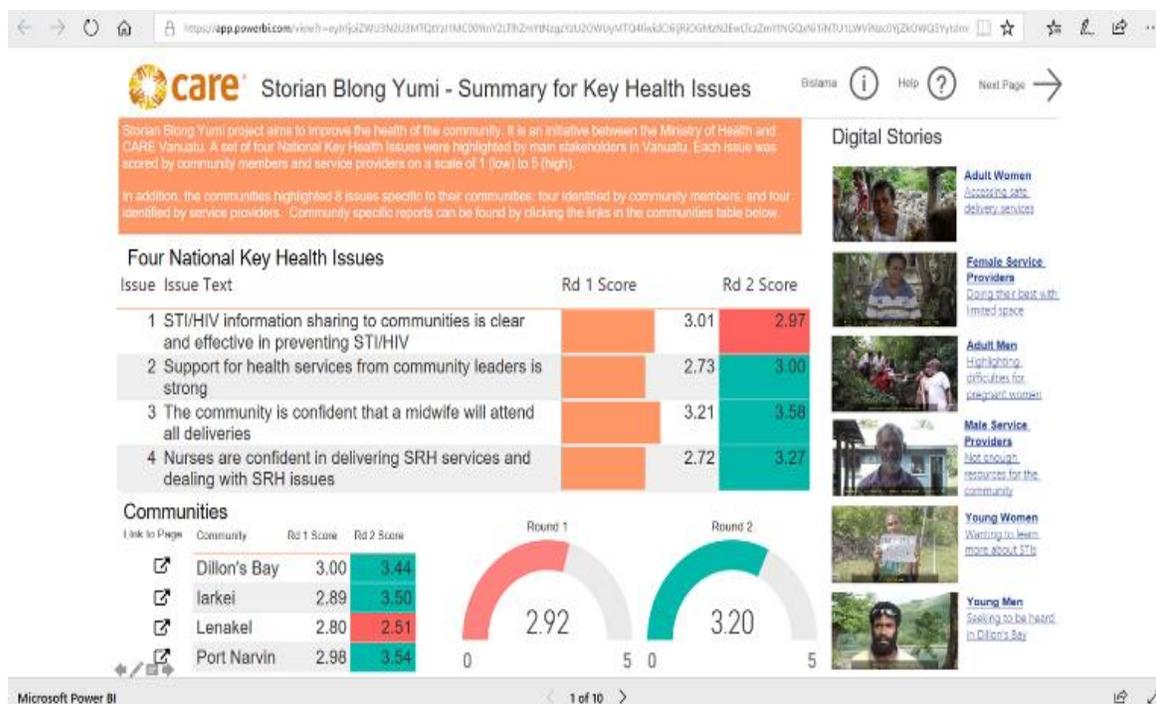
- **Support in Identifying Local Resources:** Rural municipalities interested to continue or take up the CSC process need to identify where the funds are going to come from to support the process. For example, ward level funds could be useful for supporting the CSC process, and some have already been committed. In other cases, Judicial Committees and rural municipalities have committed portions of their budgets. Beyond the budget, human resources need to be committed;
- **Provide Guidance on Costing and Human Resources:** Some brief guidance on what costs a municipality or ward should budget for in order to support the CSC process, and what they should plan for in terms of human resources (including roles and time) would be useful for scaling up the CSC process;
- **Produce an Updated and Simplified Field Manual:** An updated CSC field manual is a critical final resource from SAFE Justice, but an adapted/simplified manual, designed for use outside of the SAFE Justice project, could be a useful resource as well;
- **Include a Package of Standard Forms:** Along with the field manual, it would be useful to have a package of standard forms, including the data collection form (for FGDs), and the excel-based database format, the final Score Card format (the digital version, hard copy version, and flexboard version, with space open for current and future cycles). If these formats are standardized and an orientation is given on how to use them, this will help to ensure that pieces of data are not missed out in the CSC process in the future, and that data collection is easier;

क्र.स.	कार्यक्रम	कार्यकर्ता	काल	कक्षा	संकेतिक कोड	संकेत
१	परिवारमा कुनै महिला बचतको असारको दिन छानकाल गर्ने	सम्स्था समाजसेवाकर्ता	सप्ताहमा	समाजसेवाकर्ता	CRIP, SCIP, SM	
२	सुनुनुमा फसेकोलाई राम्रो सल्लाहाट परामर्श दिन	सम्स्था समाजसेवाकर्ता	सप्ताहमा	समाजसेवाकर्ता	CRIP, SCIP, SM	
३	घरको शान्तीपूर्ण प्रयासको लागि आन्तरिकमा सन्तुलित बनाउन सभामाई सचेत गराउने	सम्स्था समाजसेवाकर्ता	सप्ताहमा	समाजसेवाकर्ता	CRIP, SCIP, SM	
४	महिला बचत गर्ने परिवारको सदस्यलाई सभामाई	सम्स्था समाजसेवाकर्ता	सप्ताहमा	समाजसेवाकर्ता	CRIP, SCIP, SM	

- **Develop Inclusion Guidelines:** Prepare inclusion guidelines that emphasise how to sustain the inclusion and voice features of the SAFE Justice CSC model, to ensure that these features are not skipped or forgotten as the CSC is used in the justice sector in the future.

2. Longer-term Recommendations

- Incorporate Digital Elements:** In the future, CARE recommends that the use of the CSC in the justice sector be bolstered by some digital elements. While this could include the use of an IVR line (for sending CSC scores by mobile phone) or other options to allow for digital submission of CSC scores, the team feels the most practical first solution would be the use of an app that can be used offline during face-to-face FGDs, in order to enter data directly on a tablet. This would allow the data to be uploaded automatically once the



tablet is reconnected to the internet. This would save the data entry task of moving the FGD data to a digital form, as it would automatically upload from the app to a central database. Secondly, connecting this database to an online dashboard that performs some real-time data analysis, updating a series of graphs/dials, could help alleviate the workload of manual data analysis. This could be influential with key stakeholders as well, as a link to the live dashboard can be provided to key local government decision-makers during budgeting and planning periods, etc. These tools can be built on easy open source software, like Kobo toolbox and Power BI. (See above for an example of a CARE CSC dashboard for another project);

- Seek more Direct Support from Police HQ:** While rural municipality and area police post level engagement in the CSC process has been fairly positive during the SAFE Justice CSC process, and district level support has been quite strong as well, higher level support for the CSC process is still needed. The process has generated some partial acceptance from police headquarters, but not strong support. This sometimes becomes a challenge during implementation, as police officers are looking for higher level endorsement of the process

before committing to giving time to it or taking the action plans seriously. Greater engagement of the police at the national level is important, as the CSC process cannot really be institutionalized without greater support/endorsement from their side. The Nepal police have recently become more image conscious after some bad press due to several very problematic and well-known cases (including a rape case), in which their performance was highly criticized. This particular moment may be a possible entry point for re-engaging with police HQ and promoting the CSC model (as a means of enhancing a positive image of the police and demonstrating a new posture of accountability, particularly around GBV issues).

However, CARE does believe that considerable work can be done at the local level with supportive actors, without a formal broad instruction from police HQ (as has been proven throughout the implementation of SAFE Justice). In fact, deepening local level work and then demonstrating results over time may be the best way to convince HQ colleagues to take a greater interest in the model;

- **Link Indicators to National Standards:** While CARE believes that many of the indicators used already underscore national standards and policies, it would be useful to make these linkages more explicit. In order to do this, a key document assessment is recommended, looking at relevant aspects of the police mandate, national standards, SOPs, etc. (like the police Citizen Charter). This process will both help to demonstrate to the police how the CSC indicators are linked to things they are already mandated to do, and should also help to further define the CSC indicators (i.e. setting the bar for what a high or full score should look like);
- **Maintain Independence from the Police Performance Management System:** Despite recommending that the CSC indicators be linked more closely to national standards, CARE also recommends that the CSC process is kept clearly independent from the performance management system of the police. The team feels there is simply too great a risk of the CSC process becoming politicized, if scores are connected to police compensation or promotions. Participating in the CSC process (generally) could become part of the police mandate, but specific indicators/scores should not be linked to rewards or incentives;
- **Engage Provincial Level Stakeholders:** In SAFE Justice, the team primarily targeted rural municipality and district level government actors, for sharing CSC data and mobilising for support to action plan implementation. However, the district level engagement might have had only nominal impact, as district level government shifted in function during the project. Based on current mandates of local government actors, it now appears that engaging a bit higher up at provincial level (instead, or in addition, to the district level) could be strategic in future;

- **Better Define Indicators:** Linked to the recommended process of document review above, the team recommends that indicators should have standardized guidance attached to them in future, with a description of the national standards of service that relate to them, and which entitlements people can expect from police related to a given indicator. Because police services have been historically low in many areas, communities often do not know what they should expect from police, and therefore are not clear on what a full score on a given indicator should look like. However, already over the course of three cycles of scoring, it was clear that communities were gaining more information and becoming more aware of police services and standards;
- **Maintain Focus on GBV/Targeted Aspects of Service Delivery:** The SAFE Justice team feels that the specific focus on GBV was useful in the CSC process and that going broader (by taking up all or a wider set of police services in a single CSC process) would challenge the ability to generate concrete change in specific areas (i.e. it would spread the focus of the CSC process too thinly). However, clearly the CSC tool can be used effectively for different areas of service delivery – it is just more effective when it is narrowly focused on a specific sub-set of services/issues;
- **Support the CSC with Concurrent Social Norms Change Approaches:** As noted above related to critical success factors, CARE believes the justice sector CSC process (focused on GBV) was particularly effective because it was run alongside a concurrent robust social norms change mechanism that focused on community-based change (in the case of SAFE Justice, this was the REFLECT model). CARE believes that future use of a CSC focused on GBV should be supported by a similar social norms change process (especially if the CSC is rolled out in areas that have not had any other robust community-based programmes on social norms change);
- **Align CSC Approaches and Merge Data:** In the future, aligning the variations among CSC approaches that have been used by IP-SSJ partners in the justice sector (including similar forms, indicators, and key steps) would be useful. Ideally, this would lead to a single database that data from various locations could feed into, to allow for cross-comparisons across geographical locations;
- **Establish a Justice Sector CSC Community of Practice:** This could include a facebook page, whatsapp group, and in-person meetings and events, and could have different levels (including levels that allow for the engagement of frontline facilitators). The idea would be to create a platform for the exchange of good practices and challenges and facilitate the sharing of learning between organisations, geographies, etc. This can also provide a space for facilitators of the process to provide each other with mutual support, especially given the difficult process and local resistance they are at times faced with;

- **Plan for Using the CSC for Influence:** The CSC model generates a good deal of actionable data, but this data has to be extracted from the database, analysed, and packaged up and shared with targeted stakeholders. In the future, a project should begin by developing an influencing plan, identifying key stakeholders and how they might best be influenced with the CSC data (in what format, on what timeline, with what kind of key messages, etc.). In accordance with this plan, project teams should prepare targeted products that demonstrate key CSC trends and key messages.

VI. Recommended Roles for CSC Institutionalization

With an eye to institutionalizing the CSC process to ensure its continuity in areas where it is already operational (or even in new areas), the SAFE Justice team recommends that combinations of the following local actors take leadership or perform supporting roles in key aspects of the CSC process.¹⁰

Roles	Possible Lead/Secondary Stakeholders
Planning/Directing the CSC Process	Judicial Committees, District/Local Police, partner NGOs (as technical assistance providers), and Rural Municipalities (with Women’s Networks involved in determining new indicators, if applicable)
Mobilisation	Rural Municipalities, District Police, CPP staff, partner NGOs
Facilitation of Scoring with Community	Social mobilisers from partner NGOs, CJRPs, youth and women’s groups
Facilitation of Scoring with Service Providers	Partner NGOs, CJRPs
Facilitation of Interface Dialogues	Journalists, partner NGOs, CJRPs
Action Plan Implementation	Judicial Committees, Police (local, district and provincial), CPP staff, supported by Rural Municipality Units and ward level governments
Action Plan Monitoring	Rural Municipalities, Judicial Committees, police monitoring unit, CPP staff, district and provincial police
Data/Results Analysis	Rural Municipalities, Judicial Committees, partner NGOs
Communications and Advocacy	Media, Women’s and Youth Networks

¹⁰ For more information about each of these CSC steps, see the latest Justice Sector Community Score Card Field Manual.

VII. Key Foreseeable Challenges

Finally, the SAFE Justice team discussed some of the key challenges the CSC process is likely to face in the future, depending on the way the process is pursued after the end of the project.

- **Insufficient Budget Allocation:** Lack of budget allocated to support the CSC process could be a challenge in the future (though some rural municipalities are already planning a budget to continue the CSC process);
- **Lack of Parallel Social Norms Change Process:** The CSC process would likely suffer without a parallel social norms change process running alongside it, or having gone before it (especially if the CSC scales up across whole rural municipalities or new rural municipalities, where some wards and municipalities have never engaged in REFLECT or other similar guided social norms change processes);
- **Potential Impact of Declining Scores:** There is currently quite positive momentum in the CSC process and good support from justice service providers. However, this may be because scores are tending to slowly go up in most cases. At the moment, it is unclear whether local government and police would remain committed in the future, if scores began to go down for any reason. Facilitation would become very important in such a case, to manage reactions to this;
- **Value of Simplification vs. Loss of Inclusion Features:** Concerns exist about the preservation of inclusion features, especially:
 - The practice of doing FGDs at settlement level based on UCPVA analysis. The SAFE Justice team is concerned that in order to simplify the process, future facilitators might do FGDs all at ward or rural municipality centres, making it hard to access them (and biasing the data because it would become dominated by people who have the best access to justice service providers due to proximity). The team is also concerned that without a targeting methodology (like UCPVA) the process may exclude the most marginalized areas (again, biasing the data);
 - The practice of conducting gender and age-disaggregated FGDs and maintaining gender-disaggregated recorded data might get dropped (resorting to consensus-based scoring and averaging scores together in the data). Separate FGDs help to ensure these are safe spaces to discuss sensitive issues, and maintaining separate scores provides the opportunity for different groups to have separate 'voices' in the data;
 - There is a fundamental tension between the need to simplify the process so that it is feasible for others to take on, but also not to compromise the quality of the

process (and the features that particularly support equality). This is a trade-off that must be negotiated;

- **Neutrality of Facilitation:** There is a concern about whether the facilitation of the process will be neutral in the future. There have already been cases where the project team observed some bias toward service providers in facilitation (especially in Interface Dialogues), and with less support, this could increase;
- **Action Plan Implementation and Monitoring:** Follow-up during the action plan implementation process has already been a challenge in SAFE Justice. How this is done needs a re-think, as monitoring committees were not active enough and CJRPs ended up doing quite a lot of the follow-up individually. This is probably not sustainable in the future, and without change, it could result in the declining effectiveness of the process;
- **Confidentiality:** Lack of confidentiality remains a key issue in the CSC process (and as related to addressing GBV cases more broadly). In the SAFE Justice CSC process, the team saw this in FGDs and in the Interface Dialogue meetings. In the first instance, women might be named by others and encouraged to tell their stories without having really volunteered or indicated a desire to do so. In the second instance, in Interface Dialogue meetings some women took the opportunity to tell a sensitive story about something that happened to them, feeling that doing so publicly would put pressure on police to act, without perhaps considering the consequences they might experience afterward from family, etc. In other cases, police at times started to use the Interface Dialogue meetings as a place to pursue investigations (asking for names of people who may have committed crimes to be stated in public, etc.). These behaviours are in line with wider practice ('gossip' and telling names and details of cases in public is common). However, these breaches of confidentiality pose risks to survivors and deter reporting. Handing over facilitation of the CSC process to government actors could exacerbate these risks.

Similarly, the team is concerned about data confidentiality. To date, the team has not shared the settlement-wise and FGD-wise datasheets with anyone, such that scores from particular communities are not identifiable in the wider dataset. CARE and partners are concerned about data management going forward, in particular if this level of detail (down to specific communities and FGDs) becomes widely available with service providers and government actors. This level of detail could be used to target specific communities or penalize those that gave low scores (Dalit communities in the Far West have already expressed concerns about this);

- **Support from Local Governments:** To date, rural municipality heads (chairs) have shown less interest and are less informed about the CSC process than Vice Chairs/Judicial Committee heads (generally). This could be a challenge because the rural municipality heads have more control over the budget and their support will be critical in the future.

And in rural municipalities where the chair is from a different party than the Judicial Committee head, it is expected that getting funding for the CSC process will be a greater challenge.

- **Support from Police Chain of Command:** As discussed in the recommendations section, a lack of clear support via the police chain of command remains a weakness for the institutionalization of the CSC process. Garnering greater support at higher levels is critical to the future of the CSC process.

