



# Violence Prevention through Multisectoral Collaboration:

## An International Version of the Collaboration Multiplier Tool to Prevent Interpersonal Violence



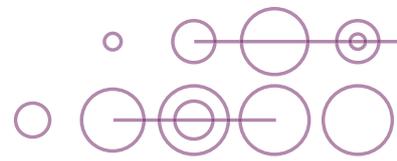
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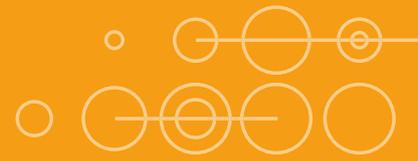




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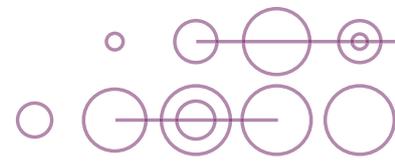
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# Background and Purpose of this Document





Globally, some 470 000 people are victims of homicide every year. Hundreds of millions more men, women, and children suffer non-fatal forms of interpersonal violence, including child maltreatment, youth violence, intimate partner violence, sexual violence, and elder abuse, with many suffering multiple forms. While the aftermath of violence is often dealt with by a few sectors such as the health sector responding to medical needs and the criminal justice sector, preventing violence involves many more sectors such as education, social services, housing and others. No country will ever be able to deal appropriately with each person affected by violence after it has occurred. Therefore, it is very important to invest resources in primary prevention – preventing violence before it occurs. Involving multiple sectors can maximize that investment by improving violence prevention outcomes.

Prevention Institute (PI) is a US-based organization whose mission is to build prevention and health equity into key policies and actions at the federal, state, local, and organizational level to ensure that the places where all people live, work, play and learn foster health, safety and wellbeing. Since 1997, they have partnered with communities, local government entities, foundations, multiple sectors, and public health agencies to bring cutting-edge research, practice, strategy, and analysis to the pressing health and safety concerns of the day. They have applied their approach to injury and violence prevention, healthy eating and active living, health systems transformation, and mental health and wellbeing, among other issues.

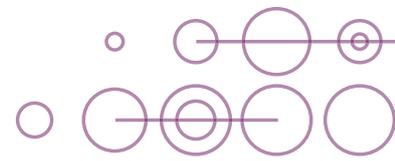
The Violence Prevention Alliance (VPA) is a network of WHO Member States, international agencies and civil society organizations working to prevent violence. VPA participants share an evidence-based public health approach that targets the risk factors leading to violence and promotes multi-sectoral cooperation. Participants are committed to implement the recommendations of the World report on violence and health.

In 2015 world leaders committed to end all forms of violence against children by 2030, as part of the Sustainable Development Goals. In July 2016, the UN Secretary-General launched the Global Partnership to End Violence Against Children (End Violence). The Partnership's efforts are focused on raising awareness to increase demand for change, brokering the resources and support needed by those working to end violence, and sharing what works so that proven solutions get put into practice everywhere.

INSPIRE: [Seven Strategies for Ending Violence Against Children](#) is an evidence-based technical package to support countries in their efforts to prevent and respond to violence against children aged 0-17 years. [Since the launch of End Violence, the INSPIRE technical package has been the key resource for the engagement with partners working to end violence against children at the national, regional and global level.](#)

The Violence Prevention Collaboration Multiplier tool was initially developed by Prevention Institute. With support from VPA and End Violence it has developed into a resource — made up of this original document, workshop outlines and slides — for those wanting to initiate or advance multisector efforts to prevent violence, particularly in low- and middle-income countries. The brief uses the public health, criminal justice, social service and education sectors as examples of multisector players who have a role in preventing violence. Intended audiences include 1) Governments 2) Civil society organizations and 2) Businesses.





## 1. The Value of Multisector Engagement in Preventing Violence

A sector is a field, discipline, or area of expertise that is characterized by a combination of related activities and functions that are typically understood as distinct from those of others. Engaging multiple sectors strengthens violence prevention outcomes for several reasons:

- 1. Addressing the underlying risk and protective factors that increase or decrease the likelihood of violence are the responsibility of multiple sectors.** Examples of these factors include poverty, high unemployment, access to alcohol and drugs, early childhood development, and conditions in the physical environment. Therefore, engaging the appropriate sectors that can reduce the risk factors or strengthen the protective factors contributes to reductions in violence.
- 2. Violence prevention strategies are active in places under the responsibility of multiple sectors.** Examples include organizations that work on schools, homes and public spaces. Therefore, engaging the sectors that act in these specific places supports violence prevention goals.
- 3. Many actors central to violence prevention represent multiple sectors.** Examples include child welfare, sex trafficking, and gender violence. Because multiple forms of violence are interrelated, fostering collaboration across these sectors can support improved outcomes.
- 4. Multisector collaboration supports outcomes that no one sector can achieve alone.** It does this by coordinating multiple efforts into one coherent approach, and by putting together skills and expertise needed to address specific factors or conditions.

*Sample sectors that influence the likelihood of violence:*

- Health and public health
- Justice, including police
- Education
- Social services
- Economic development
- Housing
- Business
- Civil society organizations
- Executive and legislative branches of government

### Connecting the Sustainable Development Goals to Multisector Violence Prevention

Multisector collaboration is critical to achieving the Sustainable Development Goals (SDGs) that are associated with violence prevention.

The SDG's include specific violence prevention goals —

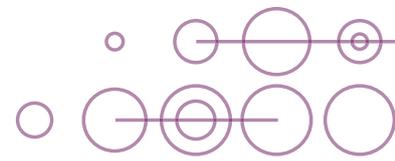
- Significantly reduce all forms of violence and related death rates everywhere (16.1);
- End abuse, exploitation, trafficking and all forms of violence against and torture of children (16.2);
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation (5.2) — as well as related targets, which correspond with known risk and protective factors for violence.

Multisector collaboration presents an opportunity for the most strategic and efficient approach to achieving the SDGs.

#### SDG Goals: Targets Related to Violence Prevention

- Reduce poverty and inequality (1.1, 10.1, 10.4)
- Limit access to alcohol and drugs (3.5)
- End gender inequality; empower women and girls (5.1, 5c)
- Improve mental health (3.4)
- Early childhood development (4.2)
- Adequate, safe, affordable housing and basic services (11.1)
- Improve rule of law (16.3, 16.6)
- Violence against women (5.2)
- Homicide (16.1)





## 2. The Collaboration Multiplier Tool

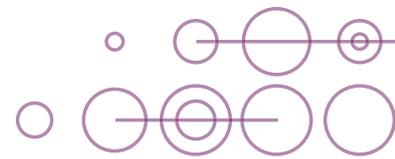
Collaboration Multiplier lays the groundwork for effective multisector collaboration. It offers a step-by-step process to help different sectors understand each other’s perspectives and potential contributions to the partnership. This can initiate coordinated action and result in a greater impact. To maximize benefits and overcome multisector challenges, *Collaboration Multiplier*:

1. Helps people understand the similarities and differences across sectors
2. Supports trust building between diverse partners by promoting understanding
3. Fosters a shared vision, goals and language across different sectors
4. Identifies strengths among participating sectors that contribute to violence prevention
5. Establishes shared outcomes and strategies
6. Clarifies the contributions of each partner to violence prevention
7. Supports the identification of an ongoing mechanism for cross-sectoral collaboration

Table 1 lays out specific challenges to multisector collaboration and how Collaboration Multiplier is designed to overcome them.

Table 1: Challenges to Multisector Collaboration and Opportunities for Overcoming Them	
Differences across sectors	Opportunities to overcome challenges
Sectors have different definitions and understandings of key terms. A lack of common language can hinder communication, understanding, and the ability to see benefits of working together.	Developing a shared language for sectors to communicate with each other
Organizations representing different sectors have different missions, values and mandates; utilize different work styles, management styles and modes of operation; and abide by different administrative boundaries, laws and regulations, and budgets. All these dimensions contribute to varying comfort levels and expectations for the process and outcomes, potential partners, timelines, strategies and solutions.	Bridging differences across sectors
Representatives from any one sector may hold assumptions or stereotypes about any other sector. This can result in misunderstanding across sectors, a lack of confidence in what others can contribute, reservations about the motives of others, and barriers to open engagement.	Supporting trust building and overcoming preconceived notions about other sectors
Partnership buy-in	
The different interests of multiple sectors make it challenging to meet the needs of everyone.	Finding a common agenda to advance collectively
One or more sectors may have a real or perceived need for some degree of credit in preventing violence, thus creating tension.	Sharing credit and expanding ownership for shared solutions
The nature of accountability for outcomes drives participation in two ways: 1) For sectors that are held most accountable for violence prevention outcomes, these participants will want to maintain a high level of control, and 2) For sectors who have little or no accountability related to violence prevention, it is much more challenging to keep them engaged.	Balancing the engagement of sectors with different levels of accountability

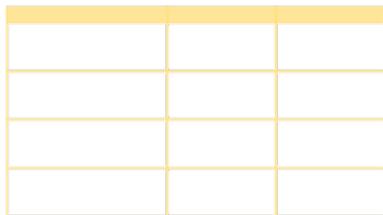




Shared measurement	
Establishing a common set of measures to monitor performance, track progress toward goals, and learn what is or is not working takes effort. Sectors typically have their own data sets, systems, technological equipment and software, and their jurisdictional and outcome metrics differ from each other.	Measuring the problem and progress with data from multiple sectors
Different sectors are bound by differing legal regulations and ethical considerations. Often, data is confidential or a particular partner may consider its data proprietary and feel uncomfortable sharing it.	Overcoming confidentiality barriers and proprietary information

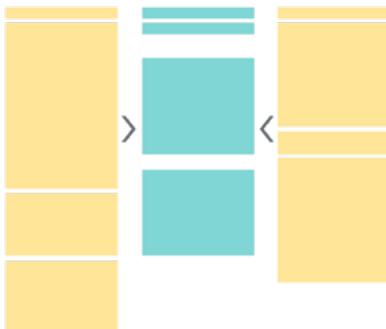
The steps in the Collaboration Multiplier process are grouped into two phases:

### 1 Information Gathering



**Phase I:** Information Gathering collects information based on the partners' perspectives about their organization or field of work. This information can be used to inform engagement efforts or to share with collaborative partners. In both cases, the information can help one sector understand what is important to another sector or what a sector brings to violence prevention or collaboration. A Collaboration Multiplier grid is the typical outcome of Phase I. See page 12.

### 2 Collaboration Multiplier Analysis



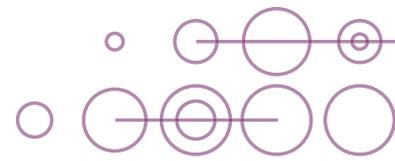
**Phase II:** Collaboration Multiplier Analysis builds on information collected in Phase I and identifies shared outcomes and multisector strategies for more than one sector. A completed Collaboration Multiplier Analysis worksheet is the typical outcome of Phase II. See page 14.

## 3. Understanding Other Sectors: Phase I information Gathering

The key is to understand why someone from another sector would want to engage in violence prevention. Completing the Phase I grid for a particular sector, at least by guessing at first, allows you to understand, from that sector's perspective: What's in this for me? Once you understand what might be in it for the sector that you want to engage, here are some things you could try:

- Find out what's in it for the other sector:** Why would another sector care about violence prevention? Understanding this allows for co-benefits to be achieved because each sector can get something important out of engaging in violence prevention. By understanding what's important to the other sector (e.g. mandate, goals), you can shape your argument to get a representative from another sector interested in violence prevention. For example, the education sector cares about student achievement and learning. To engage education, you can explain how exposure to violence interferes with learning or deters young people from regularly attending school. For education, social services, health and justice, pages 6-11 provide information that will help you frame why that sector would benefit from participation. These can also serve as models for you think about other sectors, such as housing, economic development, and business.





- **Organize a meeting with a representative from the sector you want to engage.** You can use what you have learned about that sector (e.g. mandate, goals, activities) to make the case about why that sector should be engaged in violence prevention. Use this argument to get a meeting with a representative or as the basis for what you want to discuss in the meeting to get that sector engaged. It helps to practice in advance. Role plays can be instructive, so you are prepared to overcome objections. Once a sector understands that violence prevention is important for achieving their own goals, you can begin discussing what that sector can do to prevent violence.
- **Confirm that your understanding of that sector is correct.** Until you meet with a specific sector, you may only be guessing about what's most important to that sector. You can use your meeting to confirm or modify your understanding of that sector's potential interest in violence prevention. Or you can use additional information from them to further shape your case about what's in it for that sector.
- **Invite multiple partners you want to engage to a meeting and ask each sector to complete their own section of the Phase I Collaboration Multiplier grid.** Once completed, ask meeting participants to share this with each other as a way of getting to know about each of the sectors represented. Based on what participants share, help each of them understand why they might benefit from being involved in violence prevention.
- **Complete a Phase I grid** (See page 12 as an example): This grid will help all sectors understand where other sectors are coming from, what's important to them, and what they focus on. This can set the basis for trust building as sectors begin to understand each other better and how they are the same or different.

*From the field: fostering shared understanding*

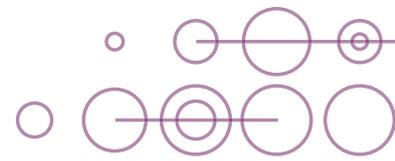
In Nakuru, Kenya, facilitators from DIGNITY helped participants clearly understand the role of multiple sectors in violence prevention in a middle- and low-income context. They had all participants view the video 'Bogotá Change,' which helped underscore the importance of challenging norms and values. Following the film, they facilitated a discussion about which sectors were needed to achieve violence prevention outcomes. Bogotá's metamorphosis is seen as a shining example of humane urban renewal, and the film is available here: [www.idfa.nl/en/film](http://www.idfa.nl/en/film)

## The Public Health Sector

Violence and fear of violence undercut many aspects of health by triggering chronic and acute stress, and by causing serious injuries and premature death. The public health sector addresses the fallout from violence and also promotes conditions that protect against it. The public health sector may benefit from a multisector approach to prevent violence because violence injures, maims and kills people before they've lived a full life; violence increases the risk for other poor health outcomes; violence is a health inequity; violence interferes with public health achieving its mandate; preventing violence would yield fiscal savings; interrupting the cycle of violence would reduce incidents of re-injury and free up public health sector resources; and collaborating with other sectors to prevent violence would strengthen partnerships, expand referral networks, and improve health outcomes.

**Activities:** The public health sector leads and helps coordinate efforts that prevent specific injuries and diseases, and it monitors the population's health and identifies trends by collecting, analyzing and sharing data on cases of disease and on health indicators. It also provides accessible, health services to all populations, and develops policies that keep people healthy and safe, such as those that regulate food handling and tobacco sales, for example. The public health sector conducts research, makes grants, and advances partnerships with community groups, academia and other agencies. Within the area of violence





prevention, the sector collects data on homicides and non-fatal injuries, provides parenting interventions through community nurses, identifies individuals who suffer abuse and provides treatment, provides brief interventions to those who are admitted to emergency departments, and helps reduce major risk factors for violence e.g. the harmful use of alcohol.

**Data:** The data collected by the public health sector include: factors that affect the size and composition of a population, such as the number of births, causes of death, prenatal care, and hospice utilization; statistics on injury, violence and mental health; rates of violence, communicable diseases, immunizations, chronic diseases, and behaviors that affect health, such as seatbelt use, alcohol addiction and substance abuse; environmental health, i.e., the quality of air, water and soil; number of individuals and families who participate in community-based health programs, including at school-based health center; number of individuals and families who receive services, including counseling, drug treatment, surgeries and Medicaid usage.

**Desired Outcomes:** To justify participation in a multisector effort to prevent violence, this sector would like to see, for example: reduced homicides, violence-related injuries and re-injury, and trauma; reduced violence against children; reduced violence against women; improved perceptions of safety; decreased health disparities and inequities, such as based on gender, race, ethnicity, religion, and country of origin.

#### *Example of Public Health Engagement in Violence Prevention: Cure Violence*

Cure Violence is a public health model based on disease-control and behavior-change methods that aims to reduce violence in communities. The model grows out of an understanding that violence is contagious, much like infectious disease, and that violence can be prevented and reduced using an epidemic control approach. Cure Violence focuses on reaching people who are at highest risk for engaging in violence, primarily adolescents and young adults. Implementation began in 2000 with the support of the University of Illinois Chicago School of Public Health. Community members who were once at high risk for violence serve as outreach workers who connect to at-risk youth to detect and interrupt conflicts, make service referrals, and change community beliefs about the acceptance of the use of violence.

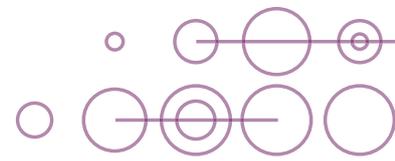
Cure Violence is being implemented under different names in over 50 communities in North, Central and South America, the Caribbean, the Middle East, and Africa, including large cities, rural settings, conflict zones and prisons. It is always adapted by the host community to fit with guidance and technical support from the Cure Violence national training staff. Decreases in shootings and killings ranging from 41–73% within the targeted areas have been reported in various settings.

*Taken directly from INSPIRE Handbook: action for implementing the seven strategies for ending violence against children. Geneva: World Health Organization;2018. License: CC BY-NC-SA 3.0 IGO.*

#### **Sample Actions This Sector Can Take to Prevent Violence**

- Make the case for preventing violence, such as by sharing information about the health consequences of violence and the possible cost-savings across sectors. Confirm that it is possible to prevent violence.
- Frame violence and its consequences as public health problems that the health sector is helping to prevent and mitigate.
- Provide care for victims of violence, mitigate negative consequences of violence and contribute to prevent further harm.
- Jointly with other sectors, carry out evidence-based primary prevention programmes, such as parenting training.
- Mitigate risk factors for violence that fall within the responsibility of the health sector, such as the harmful use of alcohol, substance use and mental health issues.
- Offer brief prevention interventions to those admitted to emergency departments after being affected by violence.





- Collect population-based data on prevalence and health consequences of violence disaggregated by age, gender, disability and socio-economic status to inform prevention efforts of all sectors.
- Facilitate data sharing and utilization across departments and with other agencies
- Train public health staff and other sectors on what it means to prevent violence before it happens in the first place.

## The Justice Sector

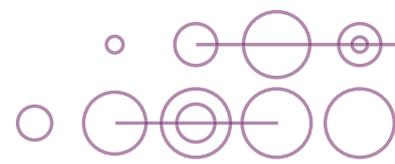
The justice sector is the sector most commonly held responsible for public safety. The term “justice sector” is used broadly here to include: law enforcement and policing; courts, including criminal, family and drug courts; jails and prisons; and re-entry and supervision, such as probation and sanctions other than incarceration. It enforces laws and deters crime, sanctions those who violate the law, and supervises and rehabilitates offenders. The justice sector has a mandate to preserve order and safety, protect life and property, and safeguard rights. This sector interprets and enforces laws and has the authority to detain and punish people who violate the law. It oversees trials and carries out due process and coordinates local efforts to support people exiting the justice system. The justice sector interrupts violence in progress and responds after the fact. Enforcement, suppression and detention strategies are historically the most common way communities have addressed violence. Members of the justice sector often have power and influence and, ideally, as partners, they can use this to build support for prevention strategies that address the underlying causes of violence.

**Activities:** The justice sector intervenes for crimes in progress and in their aftermath. Police officers patrol neighborhoods, get to know residents and understand their concerns. They apprehend people suspected of violating the law, and dispatch police, fire or emergency medical personnel to respond to imminent threats. This sector’s activities include investigating deaths; overseeing trials, diversion programs, sentencing and appeals; inspecting properties to ensure they comply with codes; and supporting people in fulfilling the conditions of their parole and probation, for example. The justice sector also cultivates relationships with community groups to recognize and resolve neighborhood problems that may increase the risk of crime.

**Data:** The data collected by the justice sector include: homicides, non-fatal shootings and stabbings, aggravated assaults, and rapes; burglaries, robberies and larceny, driving under the influence, and drug possession; number of active cases, case outcomes, and the result of appeals; population in prison and jail, including criminal histories, time served, demographic information and other characteristics such as education level and family background; total number of individuals on probation and parole supervision, and their status; and recidivism rates.

**Desired Outcomes:** To justify participation in a multisector effort to prevent violence, this sector would like to see, for example: decreased crime, especially violent crime and homicides; decreased shootings; improved officer morale; decreased injury rates among officers; increased perceptions of safety, such as decreased fear of violent crime and victimization; decreased recidivism.





### *Example of Justice Sector Engagement in Violence Prevention: Diversion and Non-Custodial Sentencing*

Diversion directs children away from formal criminal proceedings. Diversionary measures can include no action, warning, or supervision, as well as referral into rehabilitation programmes that address the root causes and behaviours leading to offending. This helps children in conflict with the law avoid conviction and a criminal record while still holding them accountable for their actions. Non-custodial sentencing places requirements other than deprivation of liberty on the offender. These may include making formal apologies to victims of the offence, community service, and participation in an education or rehabilitation programme, among others. Evidence supports the cost-effectiveness of using diversion and non-custodial sentencing for children in conflict with the law. The decrease in reoffending makes approaches such as diversion, rehabilitation, and treatment less expensive than punitive approaches and incarceration.

*Taken directly from INSPIRE Handbook: action for implementing the seven strategies for ending violence against children. Geneva: World Health Organization;2018. License: CC BY-NC-SA 3.0 IGO.*

### **Sample actions this sector can take to prevent violence**

- Establish laws that ban violent punishment of children, criminalize sexual abuse and exploitation, prevent alcohol misuse and limit access to firearms and other weapons.
- Insist on the need for a comprehensive approach to violence that includes prevention strategies. Speak out publicly for and lend credibility to efforts that prevent violence.
- Share knowledge of crime prevention strategies with other sectors and advise on integrating crime prevention techniques in street and community design, zoning and planning, and park landscaping, for example.
- Prioritize community policing and empower officers to learn about resident concerns and pro-actively solve neighborhood problems in collaboration with other sectors.
- Emphasize the value of community-police relations. Train police officers to cooperate with the community to create safer conditions.
- Provide treatment programs for juvenile offenders in the criminal justice system.
- Develop robust referral systems in coordination with other sectors, so officers can connect residents, including those at risk for violence, to needed support services and resources.
- Enhance alternatives to incarceration, such as restorative justice practices, teen court and drug court.
- Prioritize re-entry efforts to minimize recidivism and re-arrest. For example, provide cognitive-behavioral therapy, life skills curriculum, mental health counseling, and treatment for addictions, and increase access to employment, education, housing and social services for inmates and those on parole and probation.

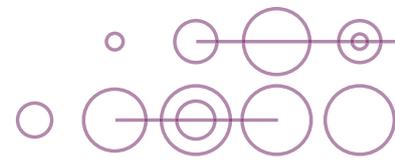
### **The Education Sector**

The presence of violence or the threat of violence impacts schools, communities and individuals in ways that interfere with learning and academic success. This sector may benefit from a multisector approach to preventing violence because violence can interfere with students' learning, decrease school attendance, interfere with teaching and school administration; undermine community support for quality schools, and reduce funding for schools and school resources.

**Activities:** Schools typically lead students through a predetermined, prescriptive curriculum to support attainment of literacy, numeracy, and other skills.

**Data:** The data collected by the education sector include: demographics, attendance and truancy, academic achievement, school connectedness, and perceptions of safety.





**Desired Outcomes:** To justify participation in a multisector effort to prevent violence, this sector would like to see, for example: improved academic performance, decreased suspensions and other disciplinary actions, decreased number of days that students are out of school, increased average daily attendance, decreased drop-out rates, increased graduation rates.

Example of Education Sector Engagement in Violence Prevention.

#### *Safe Dates*

Safe Dates is a classroom-based, 10-session programme to raise adolescent students' awareness of what constitutes a healthy or an abusive dating relationship, as well as the causes and consequences of dating violence. Based on social norms theory, it helps change adolescents' norms about dating violence, and equips students with skills and resources to develop healthy dating relationships, positive communication, anger management, and conflict resolution. Youth participating in Safe Dates have reported less dating violence perpetration and peer victimization. The programme also includes a poster contest, a play about dating abuse, and parent materials. Safe Dates has been administered to over 600 000 adolescents and adults in Australia, Canada, Chile, Guam, Greece, Iceland, Ireland, Japan, the Netherlands, Switzerland, Thailand, the United Kingdom and five states in the USA. A second edition of the curriculum, published in 2010, added lesbian, gay, bisexual, and transgender (LGBTQ) awareness, and a component for parents called Families for Safe Dates. For more information see *Safe Dates: An adolescent dating abuse prevention curriculum* at [www.hazelden.org/web/go/safedates](http://www.hazelden.org/web/go/safedates)

#### *Positive Adolescent Training through Holistic Social Programmes (P.A.T.H.S. to Adulthood)*

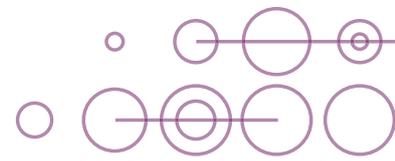
P.A.T.H.S. to Adulthood is a curricula-based intervention programme that promotes holistic development in junior secondary school students. Based on the positive youth development approach (PYD), P.A.T.H.S. curricula materials use four learning methodologies to help students develop positive youth development attributes—including the life skills necessary to become proactive, helpful bystanders when they see bullying. In China, P.A.T.H.S. was found to reduce adolescent developmental problems, including bullying, delinquency, and drug abuse (4). The 20-hour programme is available in Chinese and English and consists of 40 units that schools and NGOs can implement individually or on a larger scale. P.A.T.H.S. has been implemented in around 330 schools in China and Singapore.

*Taken directly from INSPIRE Handbook: action for implementing the seven strategies for ending violence against children. Geneva: World Health Organization;2018. For more information see P.A.T.H.S. to Adulthood website at: [www.paths.hk](http://www.paths.hk)*

#### **Sample actions this sector can take to prevent violence**

- Increase enrollment in pre-school, primary and secondary schools.
- Establish a safe and enabling school environment.
- Improve children's knowledge about how to protect themselves from sexual abuse.
- Provide life and social skills training.
- Establish universal school-based programmes that prevent violence and cultivate social skills for all students and staff.
- Incorporate social and emotional learning into all aspects of curriculum and instruction.
- Deliver trauma-informed education. Screen for trauma survivors among the student body and staff, for example, and develop a protocol for connecting them to social services.





- Develop alternatives to suspension to replace zero-tolerance disciplinary policies.
- Share data with partners and other agencies to better coordinate efforts that support students and their families and provide after-school and summer activities.
- Invest in staff development, such as training staff to develop rapport with students, and to convey trust and respect for youth.

## The Social Services Sector

Because different forms of violence are interrelated, the social services sector has a vested interest in a multisector approach to preventing violence. The same conditions that increase the likelihood of violence also increase the need for social services, so this sector would benefit from effective efforts to prevent violence. Reasons the social services sector may benefit from a multisector approach to prevent violence include: violence is a reason for social services referrals, violence interferes with service delivery for the social services sector, violence disproportionately affects clients of the social services sector, their families and their communities, violence interferes with this sector achieving its mandate, preventing violence would maximize outcomes for clients, efforts address risk and protective factors that otherwise adversely affect clients, coordinating with other sectors to prevent violence would expand the social services sector's capacity to assist communities that are vulnerable.

**Activities:** The social services sector provides a broad array of services across the lifespan related to food, shelter, safety and other basic needs. This includes crisis services in response to violence; case management and intervention; unemployment support and job training; child care, child support, foster care and adoption; language interpretation and multicultural programs; independent living and adult care; temporary assistance with energy bills, clothing and diapers; and health services, including family planning, mental health care and substance abuse treatment.

**Data:** The data collected by the social services sector include: reports of domestic violence and child and elder abuse, requests for services, needs assessments, and participation in programs and events.

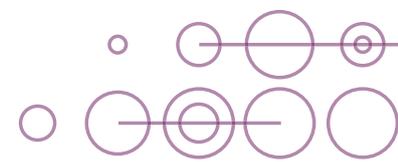
**Desired Outcomes:** To justify participation in a multisector effort to prevent violence, this sector would like to see, for example: decreased contact between clients and law enforcement, increased school attendance for young people, better health outcomes including mental and behavioral health, improved parenting skills and decreased violence (e.g., child abuse, intimate partner violence).

### *Example of Social Services Sector Engagement in Violence Prevention: Prospera (previously "Oportunidades")*

Prospera is a conditional cash transfer programme operated by the Mexican government since 1997. The programme provides assistance to families for school attendance, health care, and nutrition. It is one of the most rigorously evaluated cash transfer programmes and has demonstrated decreases in intimate-partner violence and increases in protective factors for youth violence.

Prospera credits its success to having a well-defined target population and transparent beneficiary selection process. The programme also has a strong field presence to prevent and detect problems early and encourage social cohesion even in remote areas, and a robust evaluation agenda that allows it to adjust and improve. Over time, Prospera expanded to improve families' abilities to make longer-term investments. It began promoting links to social, production and employment services and vocational training scholarships, and increased beneficiaries' access to savings, microcredit, and insurance. Prospera is working to develop an integrated social information system, similar to Brazil's Cadastro Unico, to





accurately identify the poorest citizens, where they are, and what they need. Prospera had served over six million families by the end of 2014. The allocated budget for the 2015 fiscal year was approximately US\$ 4.5 million. The model has been replicated in over 50 countries worldwide.

For more information see: How Does Prospera Work? Best Practices in the Implementation of Conditional Cash Transfer Programs in [Latin America and the Caribbean](#)

*Taken directly from INSPIRE Handbook: action for implementing the seven strategies for ending violence against children. Geneva: World Health Organization;2018.*

### Sample actions this sector can take to prevent violence

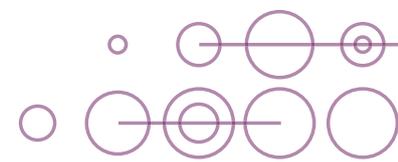
- Support cash transfers, group savings and loans associations combined with gender norm/equity training, and microfinance combined with gender norm/equity training.
- Provide parent support through home visiting programs and delivery in groups in community settings.
- Ensure that other sectors understand the impact of trauma at the individual, family and community level and help them to integrate this understanding into their own policies and practices.
- Ensure that every Case Management Plan includes goals related to developing non-violent problem-solving skills and conflict resolution.
- As first responders, social service providers are credible messengers and can be powerful champions for preventing harm in the first place. Advocate for positive community changes that will reduce violence and support positive outcomes for clients.
- Advocate for the allocation of resources to prevent violence or the re-allocation of existing resources toward this goal.

### Sample Grid for Phase 1: Information Gathering

This summarizes the Collaboration Multiplier categories for the four sectors that were described on the previous pages. Read across a row to see how sectors may be similar or different or to begin to understand how multiple sectors could come together to prevent violence. Read down a column for a summary of specific information on a particular sector.

	Public Health	Justice	Education	Social Services
Mandate	Protect the public's health by preventing disease, illness and injury, and by creating community conditions that promote health and wellness.	Protect the public by enforcing the law, deterring crime and punishing those guilty of crimes.	Prepare students with the knowledge and skills for success in later life.	Promote the wellness and safety of vulnerable groups through comprehensive resources and solutions that empower them to be self-sufficient.
Organizational Goals	Improve community health, policies and partnerships that promote population health, and accessible, effective programs and services.	Reduce crime and disorder, deliver justice through accountable and fair processes, punish the guilty, and help people convicted of crimes become self-sufficient without re-offending.	High student academic achievement, high graduation rates, and strong student connection to school.	Connect vulnerable individuals and families to resources and solutions that empower them to be self-sufficient and improve wellbeing.





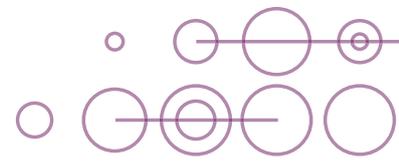
	Public Health	Justice	Education	Social Services
Activities	Coordinate efforts to prevent specific injuries and diseases, monitor the population's health, and develop and enforce laws and regulations that keep people healthy and safe.	Respond to crimes in progress and conduct investigations. Oversee trials, diversion, sentencing and appeals. Support people on parole or probation.	Educate children using approved curriculum, support teachers in providing quality instruction, and assess students' mastery and knowledge.	Provide an array of services related to food, shelter, safety and other basic needs e.g. crisis services, unemployment support and job training; child care, foster care, multicultural programs, etc.
Data	<ul style="list-style-type: none"> <li>• Statistics on injury, violence and mental health, and underlying contributors</li> <li>• Rates of communicable diseases, immunizations, chronic diseases, and behaviors that affect health</li> <li>• Health services usage and participation in community programs</li> </ul>	<ul style="list-style-type: none"> <li>• Reported violence</li> <li>• Burglaries, robberies and larceny, driving under the influence, and drug possession</li> <li>• Status and outcomes of cases and appeals</li> <li>• Recidivism rates</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance, truancy, and disciplinary actions</li> <li>• Academic achievement</li> <li>• School connectedness</li> <li>• Perceptions of school safety, and reports of violence</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of domestic violence</li> <li>• Reports of child and elder abuse</li> <li>• Requests for services</li> <li>• Needs assessments</li> <li>• Participation in programs and events</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Reduced homicide, violence-related injury and re-injury, and trauma</li> <li>• Reduced violence against men, women, children and older people</li> <li>• Decreased health disparities and inequities</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased violent crime rates and recidivism</li> <li>• Improved officer morale and lower injury rates among officers</li> <li>• Improved community relations and perception of safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased absences, suspensions and drop-out rates, and gaps in academic achievement by race and other factors.</li> <li>• Increased engagement of families, teacher training, and activities that students find meaningful.</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased contact between clients and law enforcement</li> <li>• Decreased reports of child abuse, family violence and other forms of violence.</li> <li>• Improved parenting skills, school attendance and health.</li> </ul>

## 4. Multiplying Collaboration, Phase II: Analysis

Phase I is about understanding individual sectors. Phase II is about how multiple sectors can come together. Once you have collected the information in Phase I, here are some things you could try:

- **Support understanding across sectors:** Bring together participants from different sectors for a discussion on information collected in Phase I. Allow sectors to share information about themselves and ask questions of others. Ask participants to identify the ways in which they are the same as or different from other sectors. Find out if there is anything that surprised anyone about another sector.
- **Identify shared outcomes:** Perhaps in groups of two or three sectors at a time, ask participants to identify outcomes they could achieve together that could not be done by a single sector. See if participants can identify outcomes that would be of benefit to each of the sectors in the conversation. This is how the Collaboration Multiplier analysis contributes to co-benefits.
- **Identify collective strengths and assets:** Based on the group's understanding of what multiple partners bring to violence prevention, have participants identify their collective strengths that enhance outcomes



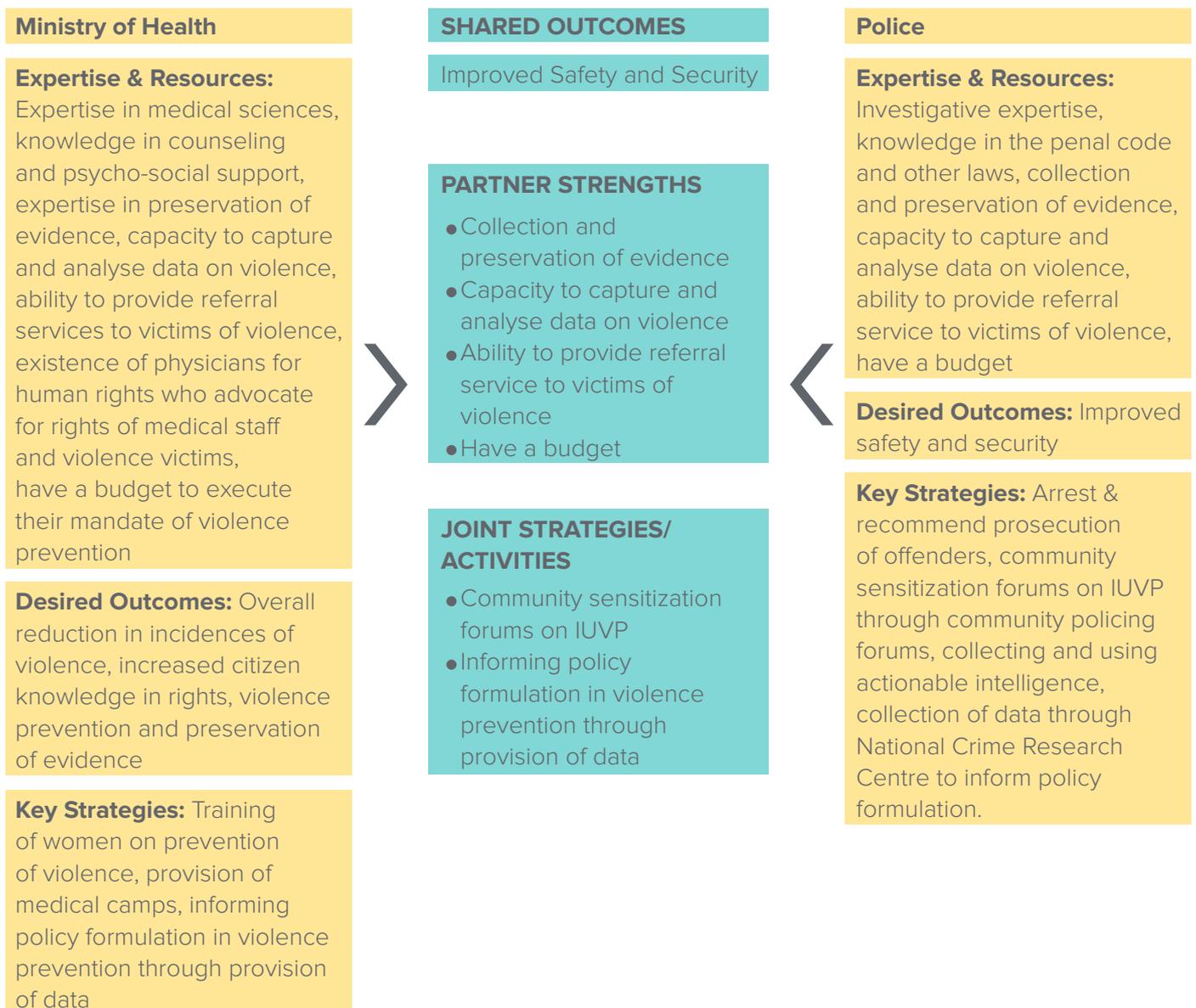


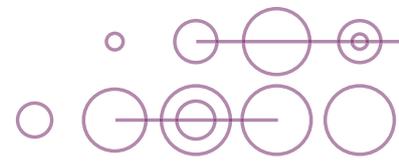
associated with multisector collaboration. For example, if each participating sector can contribute its own data sets, then the collaborative can have a clearer picture about what’s going on and how to set priorities.

- **Identify joint strategies:** Either in groups of two or three or even across the whole collaborative, have participants identify violence prevention strategies they can take on jointly to achieve the shared outcomes they identified.

### Sample Collaboration Multiplier Analysis

The Danish organization, DIGNITY, used the Collaboration Multiplier tool in Fall 2017 in Nakuru, Kenya and Mbale, Uganda as part of their urban violence prevention initiative. According to Finn Kjærulf of DIGNITY, who facilitated the process: “The Collaboration Multiplier tool was successfully tested with real-life ‘key sectors’ in Nakuru County Intersectoral Urban Violence Prevention programme, by the MidRift Team in Kenya. The tool turned out to be extremely powerful in identifying each sector’s positive contribution power to Intersectoral Urban Violence Prevention: expertise/assets and benefits, as well as identifying the common interest and agenda interfaces thereby clearly recognizing where effective and sustainable collaboratives are most likely to be built. An added benefit is that the sector-specific advocacy strategies can be lifted out of the information-gathering phase, from the column ‘Organisational Benefits’. The following example illustrates a Collaboration Multiplier analysis across two sectors.





## 5. Community Examples of Multisector Collaboration

The following case studies show how different configurations of the four of the sectors (public health, justice, education and social services) come together to prevent violence.

Public Health	Education
Justice	Social Services

Public Health	Education
Justice	Social Services

### Program P: Global Fatherhood Supports for Violence Prevention

*Brazil, Indonesia, Rwanda, South Africa, Ethiopia and India*

Program P is named after the words for father in Spanish and Portuguese, padre and pai. Through collaborative relationships between the health and social services sectors, the programme contains a set of concrete strategies to engage men in active fatherhood from prenatal and beyond. This is based on a growing body of research that shows how men’s involvement in caregiving prevents gender-based violence and violence against children. Program P has been adapted in Brazil, Indonesia, Rwanda and South Africa by MenCare+, a collaboration between Promundo and Rutgers WPF, and by Save the Children in Ethiopia and India. Using hands-on activities and discussions that challenge traditional gender norms, men have the opportunity to see their critical role in caregiving. In addition to group activity plans, the programme also includes specific tools for health care providers and resources for designing community campaigns. Results from a study in Rwanda show that men are nearly half as likely to use violence against their partners almost two years after their participation in the programme and they tend to spend more time doing household chores. Through Program P, multisector collaboration has helped build political will for related policies. For example, in Brazil, an ongoing relationship with the Brazilian Ministry of Health allowed for partners to more effectively lobby for an extension of paternity leave, as well as reach more health professionals in Program P trainings.

For more information: [promundoglobal.org/programs/program-p/](http://promundoglobal.org/programs/program-p/)

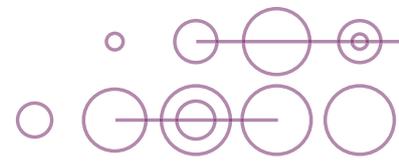
Public Health	Education
Justice	Social Services

### Bringing Together Group Violence Reduction Strategy with Family Supports

*New Orleans, Louisiana, USA*

Group Violence Reduction Strategy (GVRS) in the City of New Orleans combines a law enforcement-focused deterrence approach to decreasing gang- or group-involved violence together with social services. Recognizing that being a supportive parent is an important goal for many GVRS clients, individuals who law enforcement identifies as having a higher risk for violence are asked if they have young children. Many of the individuals lack access to important resources and supports to be effective fathers. Through a multisector partnership, an agency called Total Community Action provides housing, clothing, and employment support, as well as family programming and early childhood education through its Head Start program. Through another community-based program called Healthy Start, GVRS clients, people returning from incarceration and others gain access to home visits and parent education on infant health and development milestones. Such supports may help parents overcome barriers and access opportunities, so they may reduce their risk for violence. New Orleans has seen significant reductions in its homicide rates after the GVRS program was implemented in comparison to other cities with similar rates of violence. Law enforcement has been able to use its access to data to identify participants for the programme while the social services sector has been able to reach groups of people who need and want resources and solutions that empower them to be self-sufficient.





Public Health	Education
Justice	Social Services

### **Cardiff Model: Locating Hot Spots Through Combined Data**

*Cardiff, Wales*

The Cardiff Model is a violence prevention approach that combines anonymous data from hospital emergency departments (EDs) with police reports of violent incidents. The combination of health and police data is used to locate “hot spots”— public spaces where violence is more likely to occur. The model was developed in Cardiff, Wales, in response to the number of violence-related injuries treated in hospitals that go unreported to the police. Combined data are reported monthly to a multisector “task group” or “community safety partnership” that uses the insights to inform violence prevention activities. Interventions are specific to each setting based on the data and decisions of the task group. They often include: targeted policing, adjustment of local ordinances such as alcohol licensing and control, education and skill building for youth and families, strategies to reduce risks associated with specific weapons, and built environment changes. International efforts to adopt the model are underway in cities in Australia, Brazil, the Netherlands, South Africa, and the United States. Information Sharing to Tackle Violence (ISTV) London adapted the model to accommodate 32 community safety partnerships and 29 EDs.

Public Health	Education
Justice	Social Services

### **Shifting Boundaries to Support Healthy Relationships**

*New York City, New York, USA*

Shifting Boundaries combines a classroom-based curriculum with a schoolwide intervention to prevent teen peer and dating violence and sexual harassment among middle schoolers. The strategy was implemented and evaluated through a partnership between researchers, the New York City Department of Education, Department of Health and Mental Hygiene and others, with funding from the United States Department of Justice. Substance Abuse Prevention and Intervention Specialists within the schools carried out the curriculum and activities over a six- to ten-week period. Shifting Boundaries emphasizes claiming one’s boundaries and personal space with a respecting boundaries agreement and includes an activity where students map safe and unsafe spaces within the school environment. Thirty New York City public schools participated in the evaluation and results show that Shifting Boundaries is a promising strategy for reducing violence. Several communities across the United States are adapting and implementing it in their locales.

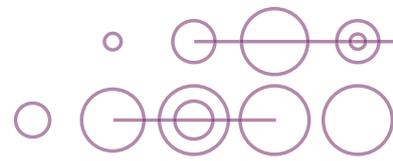
Public Health	Education
Justice	Social Services

### **Western Cape Alcohol-related Harms Reduction Policy**

*Western Cape, South Africa*

In examining causes behind the biggest disease burdens in South Africa, public health leaders in the Western Cape noted that alcohol misuse was a common factor in everything from violence to HIV, and from road traffic injuries to chronic disease. The province’s Violence Prevention Policy Framework offered an opportunity to move beyond programmatic responses and make longer-lasting, sustainable change through policy. The work began by describing the problem: rates of alcohol consumption, its impact as the third leading risk factor for death and disability, and the cost to society of alcohol-related harm relative to the liquor industry’s contribution to the economy.





A broad public-sector coalition put forward policy recommendations for public consultation. This input, along with a regulatory impact assessment, was compiled into a White Paper published by the Western Cape government in September 2017, and will inform policy and amendments to the Western Cape Liquor Act. Key components for success of this process included: a) framing the issue as a community health and well-being imperative that supersedes business or private interests; b) involving communities in all aspects of planning and implementation from addressing disruptions to livelihoods, to community-based prevention and treatment services, to awareness-raising and enforcement of new laws and policies. For more information see Western Cape Government. [Alcohol-related Harms Reduction Policy White Paper](#).

## **Conclusion: The Whole is Greater Than the Sum of its Parts**

Globally, communities and countries are developing partnerships across sectors to effectively and efficiently prevent violence. Though there are challenges to multisector collaboration, it is becoming increasingly clear that the benefits far outweigh them. Using Collaboration Multiplier as a tool can help foster meaningful collaborations across diverse sectors for greatest impact and to maximize the benefits of working in partnership. More information about [Collaboration Multiplier](#) is available on the Prevention Institute website, including a downloadable copy of the [Collaboration Multiplier Analysis Worksheet](#) and [A Guide for Using Collaboration to Improve Safety Outcomes for Young People, Communities, and Cities](#).





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Against Children**



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**CAMPAGNE MONDIALE POUR LA PREVENTION DE LA VIOLENCE**  
VIOLENCE PREVENTION ALLIANCE / ALLIANCE POUR LA PREVENTION DE LA VIOLENCE

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