



**COUNCIL OF
THE EUROPEAN UNION**

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LIMITE

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NOTE

From: Presidency
To: Law Enforcement Working Party
Subject: Outcome of the CEPOL Presidency Conference on overcoming attrition in domestic violence through policing held on 10-12 July 2012 in Limassol (Cyprus)

The conference was organised in the framework of the Cyprus Presidency on 10-12 July 2012 in Limassol (Cyprus) as part of the initiative of the Cyprus Police in the field of overcoming attrition in domestic violence cases with the overall aim of preparing a European Union handbook of best police practices in overcoming attrition in domestic violence cases to be presented to and adopted by the LEWP.

The conference was organised by the Cyprus Police Academy, which hosts the Cyprus CEPOL Office. The expertise was provided by the Domestic Violence and Child Abuse Office of Cyprus Police Headquarters. The conference was chaired by Superintendent B' Mr Costas Veis, the Officer in Charge of this Office, and Ms Kiriaki Lambrianidou, Assistant Director of the Cyprus Police Academy.

The full programme of the conference and the participants'/speakers' lists are set out in Annexes 1 and 2 respectively.

Prior to and in preparation for the conference, an in depth analytical study on overcoming attrition in domestic violence cases was prepared by Mr Costas Veis and was circulated to participants and speakers in its provisional form. It is currently under revision to be released in its final form. The study served as the background paper both for the discussions at the conference as well as for drafting the handbook. For the purposes of the study and the conference, the input of Member States was requested by the Cyprus delegation by circulating a questionnaire on "Best law enforcement practices on the issue of overcoming the "reluctance" of victims of domestic violence" (CM 5492/11).

A breakdown of various interdependent actions in the framework of the initiative of the Presidency on this subject is shown in a Gantt-type chart in Annex 3.

As reflected in Annexes 1 and 2, ten experts from Cyprus, Germany, Ireland, United Kingdom and the European Union Agency for Fundamental Rights (FRA) were the keynote speakers at the conference. This group of expert speakers consisted of professionals with various background, such as academia, prosecution and different policing functions (leadership, policy development, training, investigation).

The conference was attended by 42 participants: 37 delegates from 19 Member States, 2 from academia, 2 from EU agencies (CEPOL and FRA) and 1 police liaison officer posted in Cyprus. All participants are involved in handling domestic violence and overwhelming majority of them have a police function/background. 4 participants from Cyprus are affiliated with non-police stakeholders, namely the Social Welfare Services, the State Child & Adolescent Mental Health Services, the Association for Preventing and Combating Domestic Violence (NGO) and the Mediterranean Institute of Gender Studies.

At the opening of the conference delegates were addressed by the Chair of the CEPOL Governing Board, Chief Superintendent Zacharias Chrysostomou, the Chief of Cyprus Police Mr Michail Papageorgiou, the Permanent Secretary of the Ministry of Justice and Public Order Dr Stelios Himonas, and Deputy Director of CEPOL Dr Detlef Shroeder.

Mr Z. Chrysostomou stressed the need to address domestic violence holistically in order to effectively prevent and combat it, and characterised the issue of overcoming attrition as being of vital importance in combating domestic violence.

Mr M. Papageorgiou drew the attention of the audience to the difficulties of dealing with victims of crime and advised them to “have in mind the vulnerabilities and difficulties victims undergo when dealing with the criminal justice system” while discussing issues of attrition.

Dr S. Himonas stressed that the Cyprus Presidency and the Ministry of Justice and Public Order had set the tackling of the phenomena of domestic violence and attrition as one of top priorities, and that to this end the production of a European Union handbook of best police practices in overcoming attrition in domestic violence cases would be a helpful tool.

Dr D. Schroeder welcomed the initiative and expressed the commitment and support of CEPOL. He shared the expectation that the outcome of the initiative would be useful for the revision of CEPOL’s Common Curriculum on Policing Domestic Violence and of the e-learning module on Gender Based Violence.

Furthermore, the following keynote speeches were delivered during the conference.

Mr Costas Veis, the Head of the Cyprus Police Domestic Violence and Child Abuse Office, described the initiative that would lead to preparing a European Union handbook of best police practices in overcoming attrition in domestic violence cases, which could be used by all relevant law enforcement agencies in the EU. He stressed that the project would bring together the efforts of the Cyprus Presidency at the LEWP and CEPOL. He also gave an overview of the analytical study on overcoming attrition in domestic violence cases by mentioning its aims, main findings and the recommendations derived from it. One of the findings, which the audience shared, was that the subject of attrition in domestic violence cases had very limited visibility across criminal justice systems in the EU, with some exceptions. He also described the prevalent definition of attrition and suggested that it should be re-examined on the basis that acquittals in Court should not necessarily be associated with the problem. Mr. Veis characterised attrition as a major handicap and challenge of the criminal justice system.

Dr Marianne Hester of Bristol University (UK), a leading academic and researcher on the subject, defined attrition in simple terms as cases dropping out of the system, and pointed to the need to consider different measures of overcoming attrition in relation to different points of attrition. She shared research findings on the levels of attrition in England and highlighted that professionals of the criminal justice system tend to attribute attrition to the victims, whereas victims and victim advocates tend to attribute it to the criminal justice system.

With regard to policing in relation to attrition, Dr. Hester commented on the over-reliance on victim statement, the limited photographic or related evidence and stressed the need to collect wider evidence and to focus on patterns of violence instead of focusing on the specific incident in isolation, and the difficulties in identifying the primary aggressor in cases of dual offender. She added that in overall women experienced police practice as positive and supportive (especially with minor offences), and suggested that there was a need for pro-active and multi-agency support regarding chronic male offenders and that the criminal justice system needed to remove the responsibility of the woman and pursue the cases where the man was very dangerous. She concluded that independent support and advocacy for the victims was crucial throughout the progression of the case and that the feeling of safety provided by the criminal justice system was related to women not withdrawing from the system.

Dr Amanda Robinson of Cardiff University (UK), a major researcher and academic in the field of attrition, linked the issue of attrition to attempts over the last 10 years to place the victim in the heart of the criminal justice process and gave an overview of the UK approach to domestic violence based on the ‘new paradigm’ of multi-agency partnerships and the expansion of specialist support services for victims. She suggested that the approaches that seem to reduce attrition were victim-centred and multi-agency based. Dr Robinson presented two important UK initiatives, namely the operation of specialist courts, which improve the levels of satisfaction and confidence, and of multi-agency risk assessment conferences (MARACs), which tend to improve professional judgment and reduce repeated victimisation. She highlighted the role of policing with regard to evidence gathering to build strong cases, of speedy procedures and of victim support. Ms Robinson concluded with the suggestion that measuring the effectiveness of interventions should incorporate monitoring of the criminal justice system as well as of victim-related outcomes, given that criminal justice outcomes do not always ensure victim safety and satisfaction.

Mr Jurgen Schmitt, Deputy Chief of Trier Police (Germany), informed the meeting about the new police philosophy, which was developed and introduced in Rhineland-Palatinate as from 2004, based on the principle that police was an important but not the only player in the team against domestic violence. The objectives of the new strategy were to immediately stop violence, to effectively assist victims, and to hold offenders accountable while simultaneously providing for their rehabilitation as a means to help them and the victims as well. The components of this strategy were legal changes, women sheltering, round tables and networking, intervention agencies, cooperation with youth welfare office, offender reintegration, and the operation of “forensic ambulance” (specialised forensic medical centres).

Policing was restructured on the basis of the new paradigm, which included the function of domestic violence coordinators, instructions for better and more comprehensive obligatory investigations (the will of victim being secondary), immediate data transfer to statutory intervention agencies, issuance and enforcement of police “go order” on the basis of risk assessment, and enhanced police training and public relations.

Detective Superintendent John McCann of An Garda Siochana (Ireland) gave a detailed overview of the police strategy in Ireland to tackle domestic violence in general and attrition in particular. Among other elements, he highlighted pro-arrest and pro-prosecution policy, keeping victims informed, having in mind previous incidents prior to attending the scene, centralised incident data recording, taking statement of complaint immediately (in interview suite when and where appropriate), uplifting evidence and photographing injuries and damage to property, and calling back to speak to the victim alone if no statement was initially taken or no arrest made. A Garda Inspector with responsibilities in domestic violence is assigned in each police division and a Garda liaison person is nominated in each district to facilitate engagement with other agencies working in the area, given the multi-agency nature of their approach. Mr McCann identified victim support, regularly and fully informing victims, approaching them in a supportive and compassionate manner, investigative effort, and assuring victims that their matter is being fully investigated as means of reducing attrition. A national strategy on domestic violence (2010-2014) is in place, with one of the objectives to minimise attrition. To this end, actions such as improved risk management, decrease of delays in trials and improved data collection are laid out. He concluded by stating that support to victims and firm action against perpetrators was key to success, and that there was a need to recognise and distinguish between positive and negative attrition.

Four speakers from the UK - Mr Steve Mogg, Ms Denise Blackburn, Ms Yvonne Scott and Ms Manjula Nayee - provided a holistic report on the UK criminal justice system’s responses to attrition.

Detective Superintendent S. Mogg of Gwent Police described the actions taken to tackle attrition in relation to the police response, the quality of investigation files, the prosecution, the courts and the victims. With regard to police response and investigation, he pointed out to dedicated specialist investigators and their training, setting minimum standards of supervised investigations, identifying special measures, using information on previous bad character and conducting dynamic risk assessment.

Concerning prosecution, he emphasised the need for early engagement with prosecution, whereas regarding courts he commended specialised domestic violence courts and specialised prosecutors in relation to the engagement of the victims. With regard to victims, he stressed the need for them to be handled by specialists, the importance of the provision of support and independent advocacy and the need for safety planning in keeping them engaged with the criminal justice system. These actions in the Gwent police area have led to the decrease in attrition in domestic violence cases to 14.2%, and to the increase in guilty pleas to 75% and in conviction rates to 85.2%.

Detective Chief Inspector D. Blackburn of the UK National Policing Improvement Agency spoke about training and development of good practices and highlighted the need to have clear training strategies and prioritisation as well as accreditation standards and schemes. She emphasised the need for inter-agency training, which may lead to improvements in outcomes and reductions in costs by sharing them, and the need for the evaluation of training schemes. She referred to serious case (homicide) reviews as a tool to assess the training provided as well as to point out the gaps to be addressed. Ms Blackburn suggested that such reviews should also be carried out in “success” and not only in “failure” cases. She concluded with a comment on the negative effects of the current financial situation on police training due to limited funds - a challenge, which, in her opinion, may be an opportunity to reach the goal of inter-agency training through sharing resources.

Detective Chief Inspector Y. Scott of Strathclyde Police (UK) provided a review of the historical police approach to domestic violence and contrasted it with the current new multi-agency approach, which sets the issue as a police priority and, among others, involves the tool of domestic homicide reviews. In line with the current approach, the Domestic Abuse Task Force operates with the objective of reducing the overall harm to domestic violence victims, especially those facing high risk of serious victimisation. Ms Y. Scott shared a multiple victim serious case study related to the issue of attrition.

Ms M. Nayee, the Crown Prosecution Service (CPS) Advocate and Senior Policy Advisor, suggested that the early involvement of prosecution in police investigations was instrumental in building strong cases. It may identify additional or other lines of enquiry to be followed up, can enhance the effectiveness of evidence gathering, rectify evidential difficulties, and may have a positive effect in accurately identifying witness issues in a timely manner.

Ms Nayee informed the delegates that with regard to attrition in domestic violence cases, compared to the past, CPS improved in engaging in early consultation with the police and thus ensuring the best evidence, in listening to victims, in responding to their safety and support concerns, and in engaging with other agencies. Currently, there are policies and guidance for prosecutors on domestic violence issues, trained prosecutors provide guidance and information to police and other professionals as well as to victims and interested parties, support for victims is available, measures for bail and restraining orders are considered, and specialist domestic violence courts and witness care units operate. Looking after victims throughout their involvement with the court and prosecution is vital in prosecution goals and giving victims a voice in the system through victim impact statements or otherwise is a very important aspect. Ms Nayee explained the process and the options of CPS in terms of proceeding with prosecuting a case without the support of the victim and concluded by suggesting that the definition of success depended on the type of outcome desired and on who desired it. Such different desired outcomes could be safety, stopping violence, perpetrators leaving the premises, access to services, support received, as well as conviction, the latter being the traditional prosecution measure of success.

Mr Sami Nevala of the European Union Agency for Fundamental Rights (FRA) presented the large scale “Violence Against Women” survey, in progress since 2011 and expected to be completed in 2013, with a sample of over 40.000 women interviewed face-to-face across the EU. The results of the survey are expected to be useful in tackling attrition in domestic violence as it includes items such as the use of services and the assessment of help received, rights' awareness and knowledge of support services available, services contacted (police, victim support, health care, etc.), satisfaction with the assistance received, reasons for not contacting the police or other services and naming the kind of help that would have been useful.

Further to the aforementioned input provided by the keynote speakers, all participating Member States were given the floor to present their national jurisdictional information, developments, practices and challenges regarding the subject. Common items in all presentations appeared to be the specialisation of services and the enhancement of investigations, the multi- or cross- agency approach through partnerships or other structures, the importance of protection orders and of overall victim safety provisions, and the need to address victim needs through support and advocacy to serve the interests of victims and of the State through the increased involvement, engagement and cooperation of complainants with the criminal justice system.

It was acknowledged that the topic of attrition receives none or minimal attention in most police agencies as well as in criminal justice systems across the EU, whereas the general consensus was that it posed a major challenge that needed to be addressed.

All presentations made by speakers and delegates were made available to the participants in electronic form, and are filed by the Cyprus Police (Domestic Violence & Child Abuse Office, and the Cyprus CEPOL Office at the Cyprus Police Academy).

Four workshops were organised and met twice during the conference to discuss the first draft of the European Union handbook of best police practices in overcoming attrition in domestic violence cases prepared by the Cyprus Police and presented in the plenary. The workshops were moderated by Mr Costas Veis, Ms Kyriaki Lambrianidou, Dr Detlef Schroeder and Ms Susana Pavlou (Director of Mediterranean Institute of Gender Studies).

The proceedings and outcomes of the conference in general, and in particular the conclusions of the workshops on the handbook which were presented in the plenary were taken into consideration by the Cyprus Police in revising the first draft of the handbook. The draft handbook was also placed on CEPOL's e-Net and interested parties were invited to contribute with additional comments until 14 August 2012. The results of the conference and the progress regarding the handbook will also be presented at the 28th Governing Board meeting of CEPOL, which will take place in Cyprus on 13-14 November 2012.

The objectives of the conference were:

1. To disseminate, discuss and gain practical / professional as well as academic / research-oriented knowledge on the subject of attrition in domestic violence cases.
2. To present, discuss and share best police-related practices in overcoming attrition in domestic violence cases.
3. To enrich CEPOL's e-Net on domestic violence through sharing police training material, tools and methodologies related to this subject.
4. To supplement the CEPOL Common Curriculum on Policing Domestic Violence.
5. To present, discuss and edit a European Union handbook of best police practices in overcoming attrition in domestic violence cases with the aim of submitting it for approval of the LEWP and then disseminate it to relevant services of Member States.

The first two objectives were successfully met during the conference as described above. The third objective is expected to be met by the end of the year by updating CEPOL's e-learning module on gender-based violence taking into consideration the material prepared for or submitted during the conference (e.g. the study on attrition, presentations, the content of the handbook etc.), as well as lessons learned from the conference and the initiative in general.

The fourth objective is expected to be met by the end of the year through the ongoing update and revision of CEPOL's Common Curriculum on Domestic Violence. The Cyprus Police has already submitted to its editing team the material related to the initiative and an active dialogue between the two sides is ongoing.

The last objective is expected to be met during the Cyprus Chairmanship of the LEWP (see doc. 12719/12 ENFOPOL 239).

CONCLUSIONS

The conference and the overall initiative of the Cyprus Presidency on overcoming attrition in domestic violence cases brought together the relevant services of Member States and CEPOL, was very well received and assessed as a success by all involved parties (organisers, speakers, participants) as well as was beneficial to experts and other participants as they were all given the opportunity to present, discuss and debate the issue of tackling attrition in particular and domestic violence in general, to attend workshops and exchange ideas on best practices that could be considered for adoption elsewhere.

The expertise, experience, competences, commitment and involvement of the speakers and participants contributed positively to the fulfilment of the objectives of the conference. All stakeholders contributed to identifying possible common methods and practices with the potential of being adopted across Member States in response to the common challenge of attrition in domestic violence cases, which they all seem to face.

Conference participants, experts and guests welcomed the choice of the topic of the initiative of the Presidency and shared the opinion that it is breaking new ground in policing domestic violence across the EU.

The programme of the conference

Tuesday 10 July 2012	
07:00 09:00	Breakfast
09:00 09:30	Official Opening Chair of CEPOL Governing Board, <i>Mr. Zacharias Chrysostomou</i> - Chief of Cyprus Police, <i>Mr. Michail Papageorgiou</i> - CEPOL Deputy Director, <i>Dr. Detlef Schroeder on behalf of the CEPOL Director Dr Ferenc Banfi</i> - Permanent Secretary of Ministry of Justice and Public Order , <i>Dr. Stelios Himonas on behalf of the Minister of Justice and Public Order Mr Loucas Louca</i>
09:30 09:45	Group Photo
09:45 10:45	<i>Review of report on overcoming attrition in domestic violence cases</i> Costas Veis Superintendent B', Police Headquarters, CY
10:45 11:15	Coffee Break
11:15 12:15	<i>Overcoming attrition in domestic violence: An objective requiring a victim-centred multi-agency approach</i> Dr. Amanda Robinson School of Social Sciences, Cardiff University, UK
12:15 13:00	Short Presentations on National Practices (AT, BE, BG)
13:00 14:00	Lunch
14:00 15:00	<i>Domestic violence: The new police philosophy in Rhineland-Palatinate since 2004</i> Jürgen Schmitt Vice President, Police Headquarters, Trier, Rhineland-Palatinate, DE
15:00 15:45	<i>Draft Police Handbook on Overcoming Attrition in Domestic Violence Cases</i> Costas Veis, CY
15:45 16:15	Coffee Break
16:15 17:00	Short Presentations on National Practices (CY, DK, EE)
17:00 18:00	Workshops on Draft Handbook: Part I Moderators: Detlef Schroeder, Suzana Pavlou, Kyriaki Lambrianidou, Costas Veis
20:00	Dinner

Wednesday 11 July 2012	
07:00 09:00	Breakfast
09:00 09:15	Opening (Review of Day 1 - Chair)
09:15 10:45	<i>UK Criminal Justice System's Responses to Attrition</i> Steve Mogg Det. Superintendent, Head of Public Protection, Gwent Police Manjula Nayee Crown Advocate/ Senior Policy Advisor (CPS) Yvonne Scott Det. Chief Inspector, Strathclyde Police Denise Blackburn Det. Chief Inspector, Thames Valley Police
10:45 11:15	Coffee Break
11:15 12:00	Short Presentations on National Practices (FR, EL, HU)
12:00 13:00	Workshops on Draft Handbook, Part II Moderators: As in Part I
13:00 14:00	Lunch
14:00 14:30	<i>Comparable data on police response to victims of violence against women and domestic violence - FRA survey</i> Sami Nevala, FRA Team Coordinator Statistics and Surveys European Union Agency for Fundamental Rights (FRA)
14:30 15:45	Short Presentations on National Practices (IT, LT, NL)
15:45 16:15	Coffee Break
16:15 17:15	<i>Making it through the criminal justice system – Domestic violence and attrition</i> Dr. Marianne Hester School for Policy Studies, University of Bristol, UK
17:15 18:00	Short Presentations on National Practices (PL, PT, ES)
19:00	Departure for Farewell Dinner
20:00	Farewell Dinner

Thursday 12 July 2012	
07:00 09:00	Breakfast
09:00 09:15	Opening (Review of Day 1 & 2 - Chair)
09:15 10:15	<i>Strategies to overcome attrition, An Irish approach</i> John McCann Det. Superintendent, Domestic Violence Sexual Assault Unit, An Garda Siochana, IE
10:15 10:45	Short Presentations on National Practices (SE, UK, CEPOL)
10:45 11:15	Coffee Break
11:15 12:15	Report on Workshops on Draft Handbook Part I & II (Workshop Moderators)
12:15 13:30	Panel Discussion Keynote Speakers Moderator Mrs. Kyriaki Lambrianidou
13:30 14:00	Closing Ceremony Concluding Remarks (Chair) Certificates (Chair of CEPOL Governing Board, Mr. Zacharias Chrysostomou)
14:00 15:30	Lunch
Departure of Participants	

Lecturers / Supporters
Chair Costas Veis, CY
Deputy Chair Kyriaki Lambrianidou, CY
Conference Manager George Christopoulos, CY
Keynote Speakers Amanda Robinson, UK Costas Veis, CY Denise Blackburn, UK John McCann, IE Jürgen Schmitt, DE Manjula Nayee, UK Marianne Hester, UK Sami Nevala, FRA Steve Mogg, UK Yvonne Scott, UK
Administrator Kyriakos Kyriakou, CY

List of participants

	Country and Sending Organisation	First Name	Last Name
1	AUSTRIA - Federal Ministry of Interior	Harald	Stockl
2	AUSTRIA - Federal Ministry of Interior	David	Furtner
3	BELGIUM - Belgian Federal Police	Christiaan	Martens
4	BELGIUM - Belgian Local Police Antwerps	Marijke	Braem
5	BULGARIA - Ministry of Interior, Institute of Psychology	Marianna Kostadinova	Zarova-Han
6	BULGARIA - Ministry of Interior, Chief Directorate Criminal Police	Desislava Viktorova	Petrova-Lyoleva
7	CYRPUS - Cyprus Police Headquarters	Evi	Nicolaou
8	CYRPUS - Cyprus Police Headquarters	Maria	Christodoulou
9	CYPRUS - Ministry of Labour and Social Insurance, Social Welfare Services	Marina	Efthymiadou
10	CYPRUS - Ministry of Health, Mental Health Services	Semeli	Vizakou
11	CYPRUS - Mediterranean Institute of Gender Studies	Susana	Pavlou
12	CYPRUS - Association for the Prevention and Handling of Violence in the Family	Marios	Nicolaou
13	DENMARK - National Police Denmark	Hanne	Bergstrøm
14	ESTONIA - Police College	Uno	Traat
15	ESTONIA - Police and Border Guard Board - Central Criminal Police	Kerli	Palu
16	FRANCE - French National Gendarmerie	Christine	Bouffiere

17	FRANCE - Police Attache, Embassy of France in Cyprus	Bruno	Thomas
18	GREECE - Hellenic Police, Division of Public Security	Maria	Maria
19	HUNGARY - Budapest Police Headquarters, Child and Youth Protection Division	Peter	Szabados
20	HUNGARY - Hungarian National Police Headquarters	Agnes	Nemeth
21	ITALY - Italian National Police	Chiara	Giacomantonio
22	LITHUANIA - Police Department	Tomas	Babravicius
23	LITHUANIA - Vilnius Country Police Headquarters	Gediminas	Sarauskas
24	NETHERLANDS - Police Region Kennemerland	Adrianous - Johanes	van Schaik
25	NETHERLANDS -	Frans	Kors
26	POLAND - Prevention Bureau National Police Headquarters	Marzena	Kordaczuk-Was
27	POLAND - Prevention Bureau National Police Headquarters	Magdalena	Putka
28	PORTUGAL - Directorate-General of Internal Affairs - Ministry of Internal Affairs	Carina	Quaresma
29	SPAIN - Spanish National Police	Mar	Gutierrez
30	SPAIN - Spanish National Police	Garrido	Anton
31	SWEDEN - Swedish National Police Board	Niklas	Martensson

List of speakers/experts

	Country/ Institution	First Name	Last Name
1	CYPRUS - Cyprus Police Headquarters - CHAIR OF THE CONFERENCE	Costas	Veis
2	GERMANY - Polizeiprasidium Tier	Jurgen	Schmitt
3	IRELAND - An Garda Siochana	John	McCann
4	UK - Cardiff University	Amanda	Robinson
5	UK - University of Bristol	Marianne	Hester
6	UK - Gwent Police	Stephen James	Mogg
7	UK - Crown Prosecution Service (CPS)	Manjula	Nayee
8	UK - National Policing Improvement Agency	Denise	Blackburn
9	UK - Strathclyde Police	Yvonne	Scott
10	CEPOL - European Police College	Detlef	Schroeder
11	European Union Agency for Fundamental Rights	Sami	Nevala

**Cyprus Police Project/Initiative on Overcoming Attrition in Domestic Violence
Analysis of actions: Gantt-type chart**

Action/Task	Year Month	2011										2012										
		4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Report/Study																						
Research: Stage 1																						
Research: Stage 2																						
Editing																						
Provisional issue																						
Editing																						
Final issue																						
Data collection from MS																						
Request communication																						
Replies																						
Data analysis																						
Conference																						
Expert(ise) identification																						
Expert contacts																						
Program drafting																						
Invitations																						
Delivery																						
Handbook																						
Editing Draft 1																						
Draft 1 issued																						
Draft 1 presented & discussed																						
Editing Draft 2																						
Draft 2 issued																						
Draft 2 presented & discussed																						
MS input (text & practices)																						
Editing Draft 3																						
Draft 3 presented & discussed																						
Adoption																						