



Annual Report 2019

 *Raising Voices*



Preventing
violence against
women and
children.

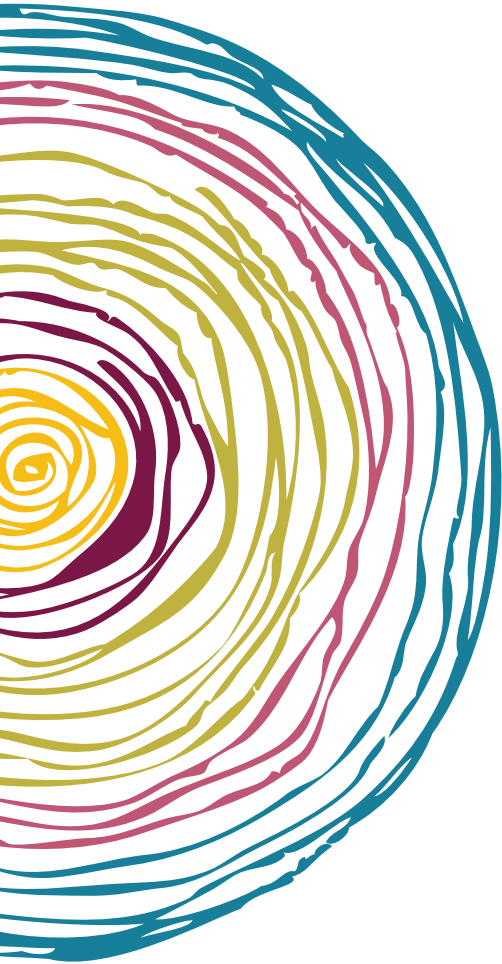
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Acronyms

COFEM:	Coalition of Feminists for Social Change
COVAC:	Contexts of Violence in Adolescence Cohort Study
CUSP:	Community for Understanding Scale Up
DFID:	UK Department for International Development
GST:	<i>Good School Toolkit</i>
GST-S:	<i>Good School Toolkit for Secondary Schools</i>
LSHTM:	London School of Hygiene & Tropical Medicine
MoES:	Ministry of Education and Sports (Uganda)
MRC:	Medical Research Council
R&R:	<i>Rethink & Reenergize</i>
SVRI:	Sexual Violence Research Initiative
TA:	technical assistance
UNTF:	United Nations Trust Fund to End Violence Against Women
VAC:	violence against children
VACPCs:	Violence Against Children Prevention Centers
VAW:	violence against women
VPLC:	Violence Prevention Learning Center



Executive Summary

2019 was the second year of our five-year strategy. It was a year of building on the foundation that was laid in the previous year and brought with it learning, unlearning and relearning. We made significant strides towards realizing our vision and continued the work of organizational strengthening that began in 2018.



We welcomed new board members with unique talents to our governance board and established two program advisory committees of external colleagues. We revised our programs based on learning from practice and research, explored ideas that led to new programmatic directions and changed emphasis where we saw that our current approaches were not working. We emerged from the year inspired and excited about the changes we made, bold decisions we took, new approaches we developed and new partnerships and collaborations we developed.

We continued investing in the organization strengthening process that had five salient strands:



Diversify and strengthen leadership

to ensure strong internal capacity to nurture and sustain Raising Voices' organizational culture, quality of work and signature style. We hired additional leadership and deepened their acculturation and exposure to our work.



Consolidate operational infrastructure

(policies, systems and technology) to manage the complexity of the work. We hired staff with diverse skill sets and introduced knowledge and capacity that expanded the organization's core set of competencies.



Foster a learning environment

that cultivates curiosity, rejuvenation and innovation among staff. We invested heavily in learning as an organization through staff-led initiatives, as well as external partnerships with skilled researchers. We hosted guest lecturers, seminars and Learning Circles to enhance our knowledge and enrich our programs.



Engage our global networks of influence and expand our presence in the wider ecosystem of violence prevention work. We commissioned a mapping exercise, convened experts and developed a collective advocacy agenda on issues pertinent to our work. We also contributed our perspectives in diverse spaces.



Marshal resources for our five-year vision from like-minded partners who share our objectives and values. We refined our five-year strategy and identified three longer-term funding partners, as well as positioned ourselves as credible partners for larger-scale funding investments.

In the **PRACTICE**
area of our work,
highlights include:



- The finalization of *SASA! Together*, the product of a two-year revision process of the *SASA! Activist Kit*, which will be launched in early 2020. There is considerable anticipation and expectation among partners and the wider violence against women (VAW) prevention community. We are excited by the innovations and believe the revision will strengthen programming, as well as enrich the understanding about what it takes to prevent VAW.
- The completion of the *Good School Toolkit* (GST) adaptation for secondary schools, marking the end of a process that began in 2015. We piloted the adaptation in three schools and plan to launch a feasibility trial in early 2020.
- The beginning of the GST adaptation for implementation at scale, which will have optional content modules such as *mental health*, *sexual violence* and *life-skills*. This will be ready for implementation in early 2021.
- The development of technical assistance (TA) partnerships with 31 organizations through the Violence Prevention Learning Center (VPLC). These organizations are either implementing directly or supporting other partners to implement *SASA!*, *SASA! Faith*, *SASA! Together* or the GST.

In the **LEARNING**
area of our work,
highlights include:



- Four substantive Program Learning Initiatives that supported systematic learning of key program activities. The Learning team led in the design and the gathering of data that supported our reflection of diverse issues, such as the quality of Raising Voices' technical support and the relevance of new materials on mental health for children and communities.
- External agencies such as Ipsos and the Busara Center for Behavioral Economics helped us gather programmatic feedback at a larger scale, including how many schools and individuals engage with our ideas, the resonance of these ideas and the impact both had on their behavior.
- A second wave of data collection for the longitudinal study collaboration between Raising Voices, the London School of Hygiene & Tropical Medicine (LSHTM), University College London, the Medical Research Council (MRC) and Makerere University, following a cohort of 3,431 young people exposed to the GST in primary school and learning from their experience as they navigate late adolescence and early adulthood.
- Refinement of our organizational monitoring and assessment tools and quarterly *Reflect and Action* sessions to support iterative learning and the integration of key lessons learned into our workplan and ongoing programming.

In the
INFLUENCING
area of our work,
highlights include:

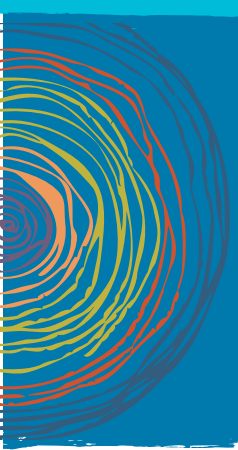


- At a global level, we provided leadership to key coalitions and initiatives shaping practice and policy in the VAW prevention field, such as the Community for Understanding Scale Up (CUSP), the Coalition of Feminists for Social Change (COFEM) and others. We also established a Global South group of practitioners working to prevent violence against children (VAC) in schools.
- At a regional level, we engaged members of the vibrant GBV Prevention Network to deepen their feminist analysis of VAW and supported the creation of a regional hub for coordination of activities in Sub-Saharan Africa to prevent VAC in schools.
- At a national level, we influenced the strategic stances and policy decisions of like-minded national organizations in Uganda. We also invested substantively in building relationships with decision-makers vested with the responsibility of delivering education in Uganda and consolidated our presence in education policy-making processes.

We ended 2019 with substantive progress on our five-year strategic plan through consolidation of programmatic investments, enrichment of our relationships and expansion of our presence in processes that will have significant implications for global practice in preventing VAW and VAC. We strengthened our capacity as an organization to deliver on the ambitious vision we articulated

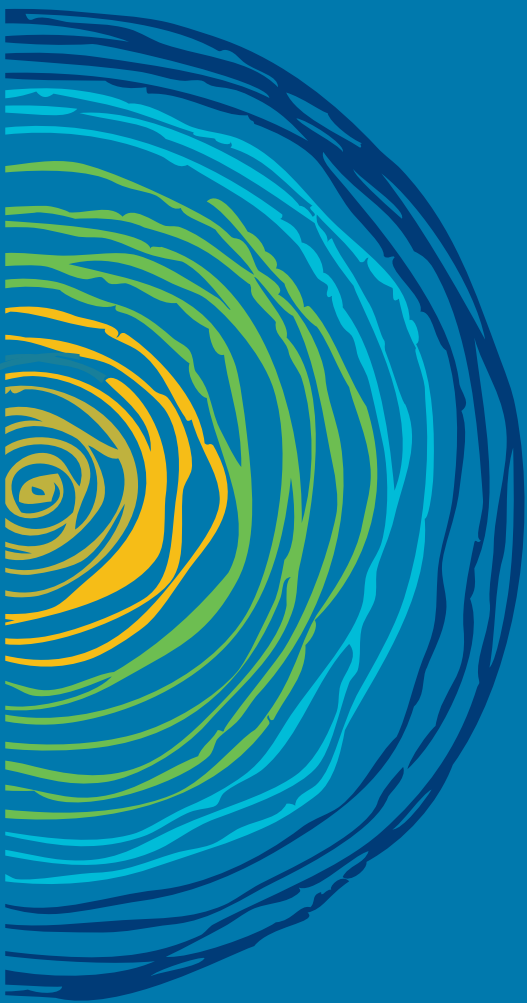
in our five-year strategy. We enter 2020 with a rejuvenated sense of possibilities and enhanced resources at our disposal. As always, we invite you to engage with our work not only through the detailed achievements that follow, but also on our website, in our publications, by signing up for our regular ebulletins or by reaching out to us.





SASA! Together reflects the new evidence and landscape of VAW prevention and responds to the practice-based learning we've gathered over 10 years of SASA! implementation.





Practice

Through **Practice**, we implement, inspire and strengthen activism to prevent violence against women and children.



PRACTICE

In 2019, we focused on strengthening and evolving our two evidence-based methodologies and how we support others to use them.



Strengthening Capacity

To respond to emerging requests and uptake of SASA! and the GST, we identified ways to expand our practice while maintaining quality and upholding the feminist, activist principles that are at the heart of our work.

In 2019, the Violence Prevention Learning Center hosted 14 courses in six countries, training 64 organizations and more than 200 staff. SASA!, SASA! Faith and SASA! Together are being used across Sub-Saharan Africa, Southeast Asia, the Pacific Islands, the Middle East and Latin America with a diverse range of organizations, which has required flexibility, care and considerable acumen from staff. The VPLC also accredited 10 external SASA! TA providers, who can train and provide ongoing technical support to others on the use of SASA! We continue to monitor their performance and develop their skills through quarterly webinars. In doing so, we extended the reach of our methods, strengthened the quality of programming, and encouraged many more individuals and organizations to use and consider principles of activist violence prevention.

Additionally, we made an important change to how we provide direct technical support to schools in Uganda. In 2019, our agreement with the Violence Against Children Prevention Centers (VACPCs) expired. We are currently creating a new relationship with these VACPCs that will allow for collaboration on influencing key decision-makers and community activism.

To reach schools, we believe we can do more with an expanded network of resource persons who are experienced users of the GST and can provide skilled advice and direct support to schools. In addition to an existing pool of 12 resource persons, we recruited and trained a cohort of 13 more. In the coming year, we will develop their skills and deploy them to schools across the country. They will be supported by a revitalized Peer Learning Network.

In 2019, there was a noticeable shift in the nature of SASA! programs we were supporting. The number of programs at scale increased, with larger areas of coverage and expectations from donors for extensive reach with multiple outcomes. Many of these programs were implemented by consortia or with the involvement of several organizations; they were typically development, not feminist, organizations. These dynamics are prompting us to explore new modalities of partnership, new content and even more contextualized program design. We are developing guidance on how to program at scale, as well as a TA structure to ensure the support and guidance we provide reaches all the way to activists in the community. In the coming year, we will continue to work on them to cope with the emerging realities.



Adapting, Refining and Evolving Our Interventions

Both SASA! and the GST have demonstrated impact in the contexts in which they were evaluated. As the methodologies are used in new places, with new communities and by diverse partners, we have evolved our approach to respond to new challenges and opportunities.

SASA! Together is the result of a two-year process of revision and recreation of the SASA! Activist Kit and involved over 100 partners, colleagues, global experts and TA providers. *SASA! Together* reflects the new evidence and landscape of VAW prevention and responds to the practice-based learning we've gathered over 10 years of SASA! implementation. This was a major milestone toward our efforts to prevent VAW. For more detail on *SASA! Together*, see Box 1.

SASA! Together is also undergoing an extensive adaptation process for Latin America. A group of community-based organizations in Mexico, Guatemala and Colombia is advising, testing and reviewing the content. A full translation is underway led by a Honduran women's rights expert, and a final Spanish version is expected in late 2020. Other adaptations are underway in Myanmar, Kiribati and Papua New Guinea.

The European Union and United Nations Spotlight Initiative in Uganda and a seven-year investment funded by the UK Department for International Development (DFID) in Malawi are challenging us to design *SASA! Together* programming at scale. The fine balance between maintaining fidelity to the approach and remaining accountable to communities while reaching the vast

geographic areas and large numbers of people – sometimes while being understaffed – has been an important learning experience. DFID's investment in Malawi are proving to be a useful case study where funders are responsive to programmatic concerns. Both experiences are feeding into our influencing efforts for safe and ethical scale of *SASA! Together* specifically and VAW prevention programming more broadly.

A similar process of development for scale was underway for the Good School Toolkit. Feedback from the Ministry of Education and Sports (MoES) in Uganda indicated that cost-effectiveness was the primary barrier to uptake of the GST nationwide. Since early 2019, we have embarked on the process of developing GST Agile (a provisional title), an abridged, more cost-effective version of the GST that maintains fidelity to the original approach. We aim to launch this scalable version of the GST in the first quarter of 2021.

Research with secondary schools revealed a need for more age-appropriate content for the types of violence older students face. As a result, we adapted the GST for secondary schools (GST-S), which includes new materials for improving mental health in schools; explores gender and identity, sexuality and sexual violence; and seeks to promote life-skills. For more on our adaptation of the GST, see Box 2.

Box 1: SASA! Together

SASA! Together is a revision of the *SASA! Activist Kit* and will be launched in early 2020. It supports communities to create positive and sustainable changes around norms that perpetuate VAW. *SASA! Together* maintains the four essentials of *SASA!*, and brings forth new and improved elements, including:

- ① increased focus on intimate partner violence with specific attention to sexual decision-making;
- ① alignment of strategies with the circles of influence (local activism, community leadership and institutional strengthening) to enhance holistic community engagement;
- ① more guidance on planning for and setting up a strong program foundation;
- ① fresh activities such as an embedded couples' curriculum, social media and strengthening processes for institutions;
- ① learning and assessment tools that better track progress and shifts within each phase; and
- ① tools to support and mentor staff, activists, leaders and allies in their personal journey of change.

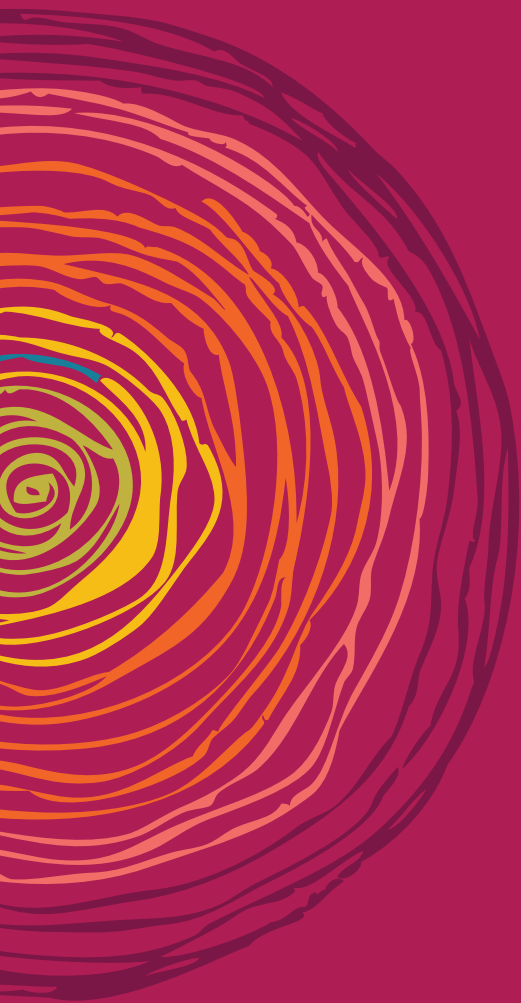
Box 2: GST Adaptation

In 2019, we worked on three adaptations to the GST:

- ① ***Good School Toolkit for Secondary Schools (GST-S)***. This adaptation brings adolescent-appropriate discussions of power and gender, directly tackling topics such as sexuality and sexual violence. It also provides new opportunities for students to lead change, recognizing the opportunity of adolescents' greater agency. We piloted GST-S in three schools and found that the new content resonated with the students. In the first quarter of 2020, in a partnership with LSHTM, we will launch a formal randomized and controlled feasibility trial for this adaptation.
- ① ***Development of a first draft of GST Agile***. This is an abridged core curriculum intended for implementation at scale. It describes the core and indispensable parts of the longer process and relocates remaining and additional content into optional modules such as mental health, sexual violence and life-skills. In the coming year, we hope to initiate a formal study to augment this editorial process before launching the final product in late 2020.
- ① ***Development of new content on mental health*** that will be integrated into both the *Good School Toolkit for Primary Schools* and GST-S. This will also be available as a stand-alone module that can be implemented alongside other interventions in school. We aim to develop additional modules of this kind in 2020.







Learning

Learning at Raising Voices involves nurturing and sustaining a culture of reflection, synthesis and action that generates practice-based knowledge and expands our understanding of how to prevent violence.




LEARNING


In 2019, we advanced this area of our work through rigorous academic and internal research, as well as by integrating ongoing data-informed and practice-based decision-making.




1. Formal Research

Partnering with expert researchers to further the agenda of preventing violence against women and children is integral to our learning strategy. In 2019, we invested in five key collaborations:

 **The Contexts of Violence in Adolescence Cohort Study (COVAC)**, also known as the Footprints Study, is a collaboration between Raising Voices, LSHTM, Makerere University and MRC/UVRI (Uganda Virus Research Institute). COVAC is a longitudinal cohort study following the 3,431 adolescents and young adults we first interviewed in 2014 in Luwero, with a goal of exploring how they are navigating life challenges and whether the ideas they encountered at school influence their choices. In late 2019, we traced more than 80% of the original respondents (2,773) and their caregivers, collecting both quantitative and qualitative data. Preliminary analysis is currently underway.

 **Good School Toolkit for Secondary Schools feasibility trial.** In partnership with LSHTM and the AfriChild Centre, we developed the trial design and tools, randomly selected schools, gained permissions and prepared schools for the collection of baseline data in early 2020. Data from this study will yield insight on how the adaptation for secondary schools has worked and whether process or content adjustments and refinements are necessary.

 **Mechanisms of effectiveness for the Good School Toolkit.** In partnership with IDinsight, in late 2019, we developed the study design and tools for a mixed-method study on how the GST might be exerting its effect in schools. The data

from this study will contribute to the editorial process of converting the GST to an abridged GST Agile, as well as inform the refinement of our theory of change regarding the GST.

 **We commissioned independent research on the impact and effect of our work:**

Ipsos reached out to more than 1,114 schools in our database to understand how many of those schools were still using the ideas in the GST. Our aim was to learn how many schools are actively using the GST, how many have completed all six steps and how the protagonists at schools felt about the utility of the ideas. Data gathering was completed in November 2019, and the analysis is still ongoing, though preliminary indications are promising. Encouragingly, more than half of the respondent schools have completed all six steps of the GST, and more than 75% of the respondents felt that the ideas have brought a significant change at their school.

The Busara Center for Behavioral Economics is studying the impact of our media campaign.

Late in 2019, we launched a communication campaign that involved radio-based adverts, talk shows and "edutainment" dramas, as well as local activism within the community to prevent VAC. Busara will conduct qualitative studies with segmented audience participants to understand how they engaged with the communications and what impact they had on their view and behavior regarding VAC. The study will be completed in early 2020.



Iterative Learning: Learning Through Rigorous Research

In 2019, we completed several major pieces of research led by our Learning team and in collaboration with research partners.

We led four Program Learning Initiatives, two that were primarily designed by us and an additional two that were designed and coordinated in collaboration with a partner. Some highlights from this work include:

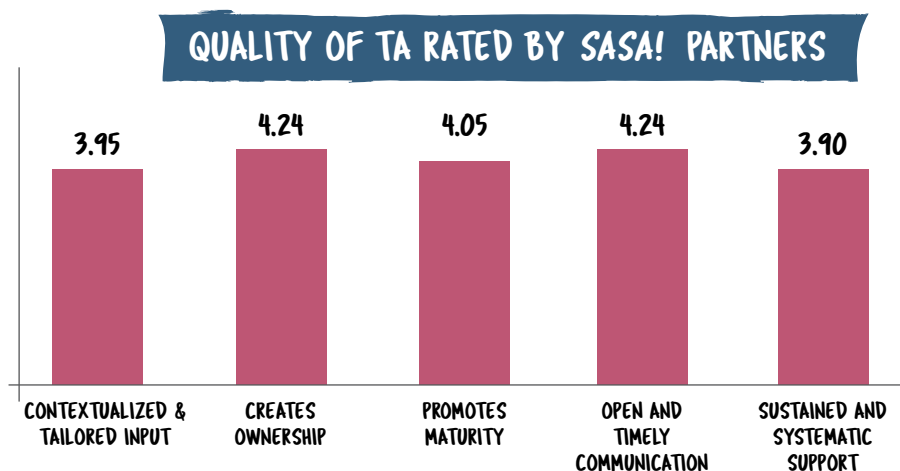


Quality of Raising Voices technical assistance.

A substantial amount of our time was expended providing technical support to 31 partners around the world, with external TA providers supporting additional organizations. In 2019, we assessed our strengths, gaps and opportunities, with the aim of further building our skills for TA provision. We asked: *How are our partners experiencing our TA? Are we*

meeting their needs and expectations? Through interviews with the staff and leadership of partner organizations and an anonymous survey, we were grateful to learn that SASA! partners rated our TA highly and discovered how we could better maximize practical skill building and further contextualize our TA to the unique and diverse contexts and needs of our partner organizations.

Figure 1: Partners' average rating of our five principles of technical assistance on a 1-5 scale (1 being the lowest, 5 the highest).



Impact of *Get Moving!* and *Rethink & Reenergize (R&R)*

processes of the GBV Prevention Network. *Get Moving!* and R&R aim to strengthen feminist analysis and behavior shifts at the individual and organizational levels in member organizations across the region. 70% of participating organizations demonstrated shifts in organizational culture (e.g., safer spaces, values-driven, improved power dynamics) after the *Get Moving!* process. Similarly, 50% of R&R participants reported they have increased knowledge on VAW and other social injustices after participating in the processes. R&Rs also enhanced solidarity among members: 50% of the participants reported new connections (communication/collaboration) with one or two members from the process after six months. Infusing self- and collective care in both processes also inspired members to begin practices individually, as well as within their organizations – an important element for reducing burnout among activists.

Global scan on violence against children in schools.

In early 2019, we conducted a global scan on the practice and practitioners who were working to prevent VAC in schools in the Global South. We reviewed peer-reviewed publications, gathered gray literature and interviewed more than 20 practitioners working in the Global South. The findings and the resulting analysis informed the foundation of the Global Influencing Group on VAC at Schools (see Influencing page 24).

Cost-effectiveness of the *Good School Toolkit*.


We collaborated with the United Nations Girls' Education Initiative to understand the GST's cost-effectiveness at scale. The modeling exercise revealed it would cost less than \$2 per pupil per year over the first four years of scaling, and once it became integrated into MoES programming in the fifth year, the cost would drop to 15 cents per pupil per year. The initial figure of \$2 included the cost of teacher time and that of building capacity, which are already budgeted in the central MoES budget, and therefore the additional cost of implementing the GST at scale would in effect be much lower.







Knowledge Integration: Monitoring Data and Tightening Feedback Loops


Raising Voices has invested in a robust monitoring system that is based on key questions and relevant indicators regarding the implementation of our work. The Salesforce web-based platform visualizes data in real time, and the Learning team hosted 11 *Reflect and Act* sessions throughout 2019 to better understand what the data is telling us and how can we use it to strengthen our programming. This forum led to significant program adjustments and refinements, including:


 **SASA! Together revision process.** We held multiple reflection processes with partners and colleagues from all over the world who had specialized knowledge of using SASA! in order to gather experiences and insights. We reviewed our own monitoring data, conducted a user survey and hosted feedback sessions. The emerging recommendations informed the revision of *SASA! Together*.


 **Rethink & Reenergize.** Pre- and post-process surveys, individual interviews and online surveys provided insight into our strategy for the R&Rs, as well as GBV Prevention Network activities more broadly. Members and organizations most appreciated face-to-face experiences and social media engagement, and there is a strong desire for collective action. In the coming year, the Network strategy will strengthen these processes by fostering a collective focus on VAW prevention policy and funding at a national level in five countries.

 **Violence Against Children Prevention Centers (VACPCs)** as a strategy for introducing ideas to the community and schools was not as efficient as we had envisioned. Managing expectations of VACPCs, insisting on transparency, assuring the quality of intervention and significant overhead costs compared to the outcomes

required more investment than we had anticipated. We have therefore downgraded this approach and maintained only the most effective partnerships.

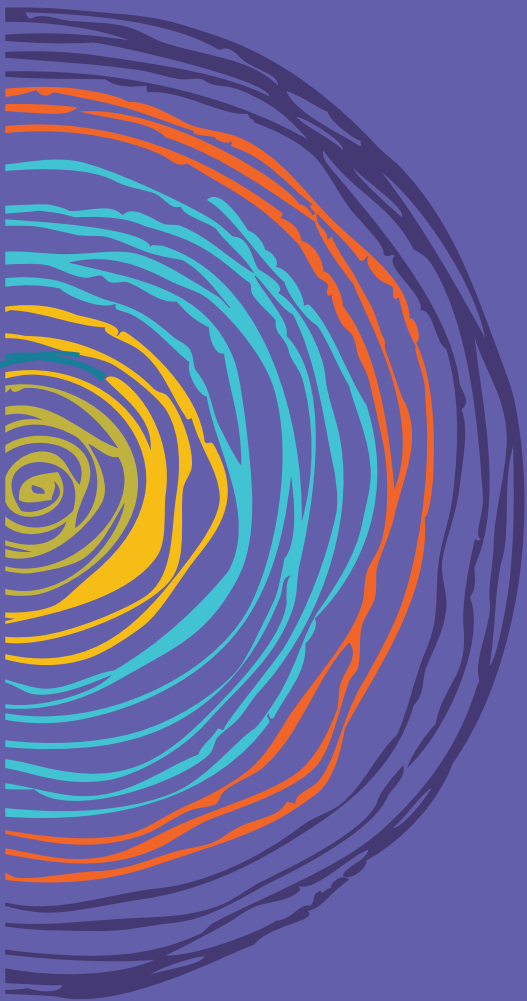
 **Good School Toolkit for Secondary Schools.** In collaboration with researchers from LSHTM, we piloted and pre-tested GST-S in three schools. The experience and data gathered has informed the final iteration of GST-S that will undergo a randomized feasibility trial in early 2020.

 **Mental health at schools.** In collaboration with the University of Alabama and two consultants, we embarked on iterative development of content that would be relevant in schools in Uganda. We tested the materials in several schools and gathered the insights to finalize the content for integration into the primary and secondary schools, as well as in a stand-alone module.

 **Good School Toolkit in humanitarian settings.** We collaborated with AVSI to study the feasibility of using the GST in refugee settlements. We supported them to implement the GST in seven schools and provided input into their subsequent case study. They concluded that the intervention was relevant and effective, and we are developing a longer-term partnership.

Raising Voices is increasingly sought to speak as experts on violence prevention by a variety of stakeholders, including research institutes, international non-governmental organizations, United Nations agencies and donors.





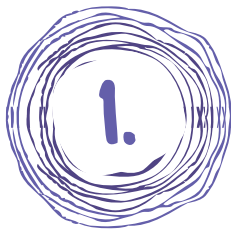
Influencing

Influencing leverages our practice and learning to shape and promote effective, politicized violence against women and children prevention efforts at the national, regional and global levels.




INFLUENCING


In 2019, we invested more deliberately and strategically in this area of our work.





National Influencing

We hired a full-time senior member of staff to lead the national work on VAC prevention, and the VAW prevention team worked more directly to influence investment on VAW prevention in Uganda, as well as increase accountability to women and girls within civil society.

 **We built substantive relationships within the Ministry of Education and Sports and the Ministry of Gender, Labor and Social Development.** Additionally, we gained visibility in the National Symposium on Safe Learning Environments organized by MoES in September 2019 and became formal members of both the Intersectoral Committee on Violence Against Children in Schools and the Multisectoral Committee on Violence Against Children in 2019. We participated in five meetings of the Basic Education Working Group and two meetings of the Child Protection Working Group.

 **The National Accountability Working Group,** a coalition of feminist organizations campaigning for strengthened accountability to the women's movement in Uganda, also held three meetings, using the COFEM Feminist Pocketbook Tip Sheets to develop a shared understanding and feminist analysis of efforts to engage men and boys in gender equality in Uganda.

 **We engaged extensively with United Nations agencies on the Spotlight Initiative in Uganda.** We were closely involved in the development of the Uganda Country Programme, which included extensive advocacy for quality and safe programming particularly within the prevention pillar. While concerns remain about the program, we are now providing TA to partners using *SASA! Together* with the aim of mitigating risk for women and supporting quality programming.

 **Meanwhile, we continued our local activism in and around schools, holding 33 meetings and reaching 4,719 people.** To formalize our learning and provide practical tools for community activists, we are finalizing a Community Activism Toolkit (CAT) – due to be published in mid-2020.



Regional Influencing

At the regional level, we focused on strengthening networks and coordinating regional centers of activity to promote strategic issues.

As part of our regional influencing strategy, the GBV Prevention Network engaged its members to strengthen and complement the movement of activists working to end VAW in Southern, Eastern and the Horn of Africa. We used our social media platforms to launch four Feminist Zines and held three social media campaigns, resulting in 60% more followers on Facebook and 35% more followers on Twitter. We also created an Instagram account that is followed by 626 activists.

We engaged 56 members in three processes in three African countries. We supported Greater Nelspruit Rape Intervention Project (GRIP) South Africa, a women's rights organization and a GBV Prevention Network member, to conduct an organization-wide *Get Moving!* process. We also connected with 32 members in Malawi and Uganda through R&R processes.

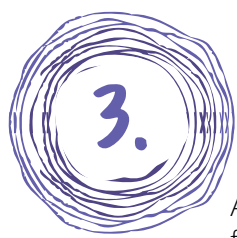
We worked with the International Rescue Committee to adapt and pilot our *Get Moving!* approach in three countries to address sexual harassment and abuse within humanitarian organizations. The learning

from the adaptation process will inform the finalization of *Get Moving! for Humanitarian Settings*, which will be launched in 2020.

In partnership with the African Women's Development Fund, we published *Preventing Violence Against Women: A Primer for African Women's Organisations* to address the growing gap between organizations in Africa and the global discourse on VAW prevention. Our focus in the primer, several blogs and our participation in national and global events advocated for a more politicized analysis of violence prevention.


We collaborated with HakiElimu and the People's Action for Learning (PAL) Network through the violence against children global influencing initiative convened by *Raising Voices* to establish a regional hub for coordination of the work on VAC in schools in Africa. We will fund the first convening of practitioners in mid-2020 to identify practitioners and allies working to prevent VAC at schools and develop a collective global advocacy agenda from a Sub-Saharan African perspective. At this convening, we hope to launch a brief on principles of VAC prevention that was developed in 2019.







3. Global Influencing

As our credibility grew within the prevention of violence field, we continued cultivating our global presence by contributing strategic leadership, including:

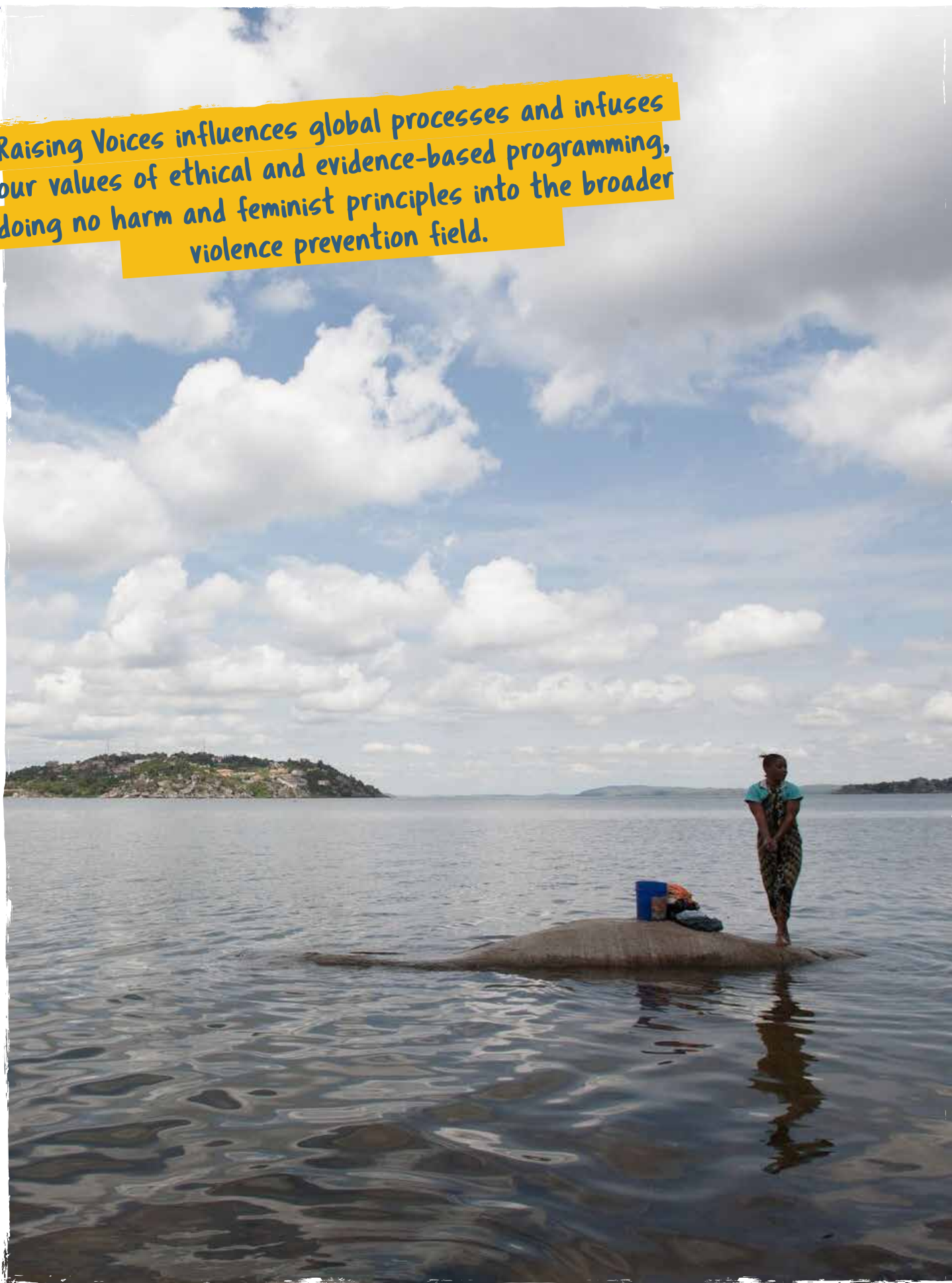
 **Expanded reach with the Community for Understanding Scale Up (CUSP).** In 2019, CUSP published "On the CUSP: The Politics and Prospects of Scaling Social Norms Change Programming" in *Sexual and Reproductive Health Matters*, and a complementary blog article, which elicits learning from CUSP methodologies and experiences, raising political questions around funding and evaluation criteria. Additionally, CUSP was invited to co-host webinars with the Spotlight Initiative and the United Nations Trust Fund to End Violence Against Women (UNTF) on ethical scale-up and provided feedback on the revision of key ExpandNet/World Health Organization guidance documents on scale-up. CUSP continued to meet monthly to define collective recommendations and principles for ethical scale-up of social norms change approaches, based on a feminist analysis.

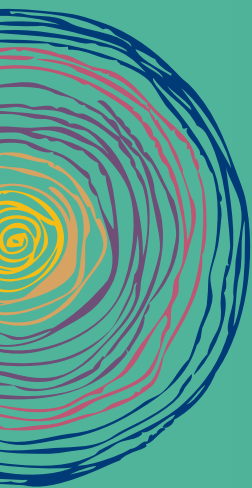
 **Participation and leadership in global fora.** Raising Voices had a considerable presence at the Sexual Violence Research Initiative (SVRI) Forum 2019, including presenting on *SASA! Together*, the GST and *SASA!* adaptation. Raising Voices also joined several SVRI panels, such as on practice-based learning, hosted a session on self- and collective care, and hosted a donor breakfast meeting on behalf of CUSP. The VAC team convened a VAC-focused Global Influencing Group among VAC leaders in the Global South. Furthermore, we presented at the Wilton Park Conference on

Building a Shared Agenda on Prevention of Violence Against Women and Girls (both as an organization and as a member of CUSP), shared the primer on preventing VAW for African women's organizations, spoke about evidence at the first UNTF Global Grantee Convention in Bosnia and presented to DFID's global Violence Against Women team. Raising Voices is increasingly sought to speak as experts on violence prevention by a variety of stakeholders, including research institutes, international non-governmental organizations, United Nations agencies and donors.

 **Contribution to strategic documents and processes.** In 2019, our input was sought on influential processes and documents such as the Institute for Development Studies and DFID Guidance Policy on Scale, What Works publications and SVRI's new organizational strategy, among others. We shaped priorities and recommendations as members of the INSPIRE and SRGBV Working Groups, and the Global Partnership to End Violence Against Children. We also continued to influence COFEM, the Prevention Collaborative and a variety of advisory processes. Through this participation and guidance, Raising Voices influences global processes and infuses our values of ethical and evidence-based programming, doing no harm and feminist principles into the broader violence prevention field.

Raising Voices influences global processes and infuses our values of ethical and evidence-based programming, doing no harm and feminist principles into the broader violence prevention field.





The Year in Numbers



PRACTICE

4

Adaptations
of our
methodology
undertaken

750

Schools using
the GST

64

Organizations
with capacity
strengthened to
prevent violence



LEARNING

16

Research
projects
invested in

2,773

Children interviewed for
Footprints Study



INFLUENCING

8

Substantive events
hosted on VAW or
VAC prevention

1

Working groups
convened



10

SASA! TA
providers
accredited

25

GST resource
persons
accredited

23

Partner organizations
supported using SASA!,
SASA! Faith, SASA! Together

5

Partnerships with
academic institutions

15 cents

Cost per pupil of GST
implementation at scale after
integration into MoES program

13

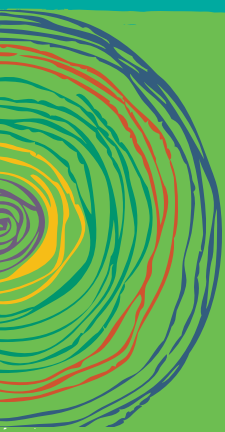
Major policy or program
documents reviewed for
external agencies

123

Citations in academic
publications

11

Publications on VAW/
VAC prevention



In 2019, we committed to a strategy that involved diversifying leadership and strengthening operational infrastructure. We made significant progress.





Organizational Overview

In 2019, we continued to invest substantial resources in developing and executing an organizational strengthening exercise.







Organizational Overview

In collaboration with the Center for Basic Learning Initiative, we committed to a strategy that involved diversifying leadership and strengthening operational infrastructure. In 2018, we had made significant progress in both these areas.

However, toward the end of 2018 and in early 2019, we discovered that the new finance management software in which we had invested resources and significant time had a flaw in its set-up. We thus had to engage in a major "clean-up" exercise that involved hiring a new group of experts to provide a clear diagnosis and proposal for a way forward. This exercise consumed more than nine months of our collective "bandwidth," and we only emerged from it toward the end of 2019. We have contracted an independent firm to evaluate our system and asked our board member with expertise in financial oversight to also review the system before we declare that we have fully resolved the issues.

While this flaw did not compromise our accountability or ability to manage funds responsibly, it did divert us from moving forward with the tenacity that we had anticipated. Despite this significant hurdle, in 2019 we consolidated the achievements registered in 2018 in the following five specific ways:

 **Diversify and strengthen leadership.** Three senior leaders were recruited with a unique set of talents and experience, including a new position of country director. We acculturated them, introducing them to signature practices and values at Raising Voices and channeling their skills to enhance our work. The management capacity was enhanced substantively.

 **Consolidate operational infrastructure** (policies, systems and technology) to manage the complexity of the work. We recruited three new operations staff to enhance finance, administration and human resource management. We hired a full-time information technology specialist to enhance our use of technology in the service of our programs and to augment our imagination in leveraging cloud computing and

communication technology. We also contracted a consultancy firm to help organize and archive our analog information and adopted new software for financial and human resource management.

This investment relieved some pressure on existing staff who were overstretched in handling their workload. The new skill sets also brought a measure of efficiency in the form of innovations and delegations that delivered dividends in the overall performance of the operations department.



Foster a learning environment that cultivates curiosity, rejuvenation and innovation within the staff. We invested in staff-led learning initiatives and external partnerships with skilled researchers and fostered longer-term collaborations with specialists and academics to enhance our understanding of specialized areas of our work. We also hired consultants to help us answer specific programmatic questions and hosted guest lecturers, seminars and Learning Circles to deepen our knowledge.



Engage our global networks of influence and expand our presence in the wider ecosystem of violence prevention work. We commissioned a mapping exercise, convened experts and developed a collective advocacy agenda on issues pertinent to our work. We reviewed policy and academic publications, published in informal and formal spaces and contributed our perspectives in diverse spaces.



Marshal resources for our five-year vision from like-minded partners who share our objectives and values. We refined our five-year strategy and identified three new longer-term funding partners, as well as positioned ourselves as credible partners for larger-scale funding investments.

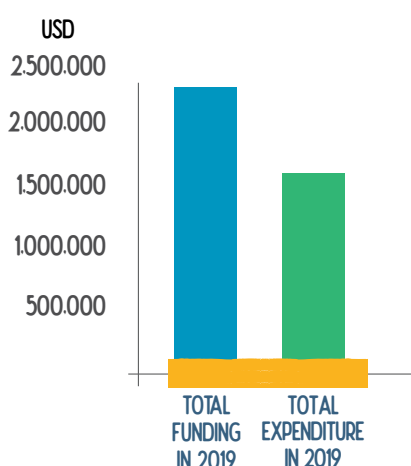


Financial Summary

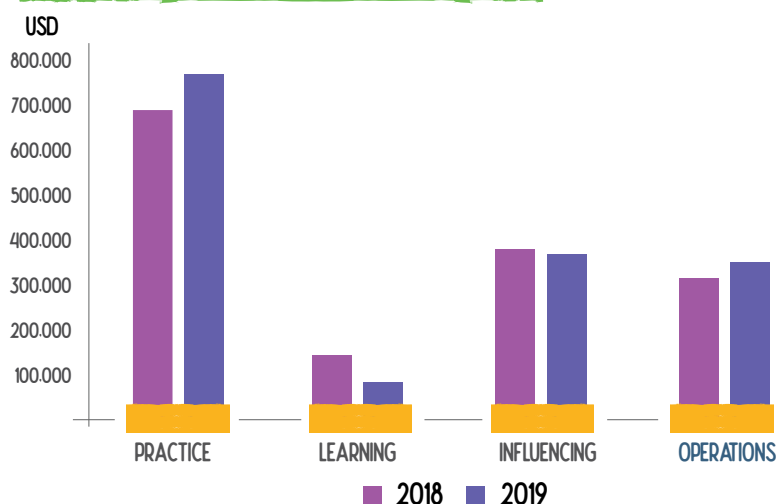
In 2018, we had set a target to identify two new like-minded partners. We exceeded that goal as two new partners came on board, including the African Women's Development Fund and UN Women, and we renewed our relationship with Sigrid Rausing Trust, who was our long-term funding partner for the previous strategy. New

relationships were also created with Echidna Fund and Imago Dei Fund. Our income also rose by more than a third compared to 2018 as a result of these new partnerships. In 2020, we aim to engage in a strategic discussion about the level and type of funding we seek and consequently anticipate another significant rise in income.

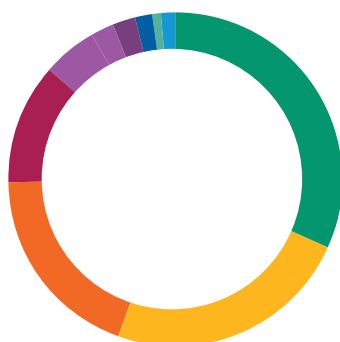
Total funding and expenditure



Comparison of expenditure by program area over two years

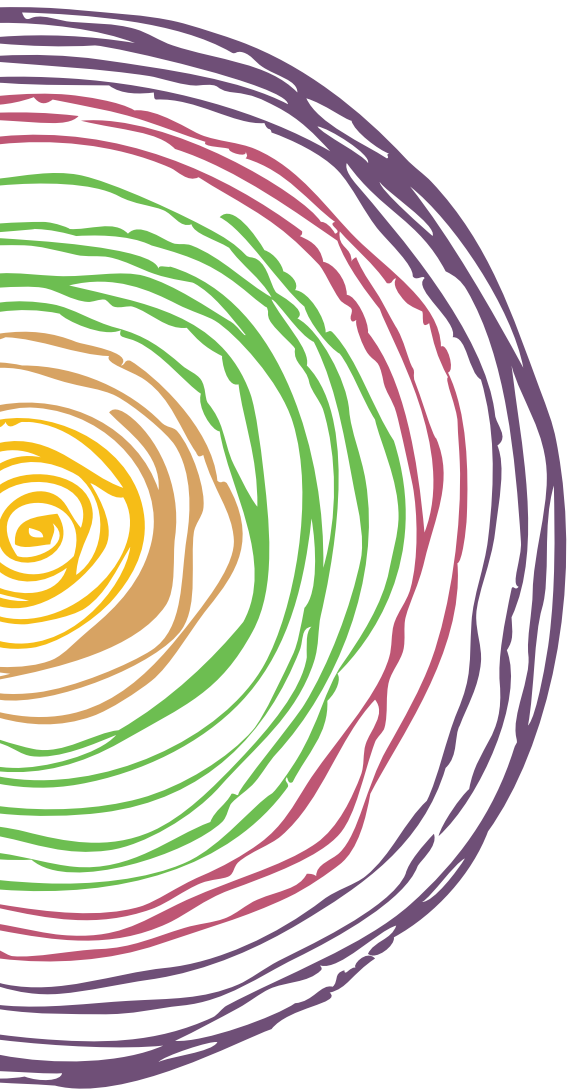


2019 income contribution by donor



32%	Wellspring Philanthropic Fund	24%	Irish Aid
19%	NoVo Foundation	12%	Oak Foundation
6%	Miscellaneous	2%	International Rescue Committee
2%	UN Women	2%	University of Alabama
1%	UNTF		

TOTAL: USD 2,359,038



Reflections

In this second year of our five-year strategy, we found ourselves building and refining choices and strategic directions. We continued to deepen our practice by sustaining and expanding our partnerships and collaborations.



Reflections

In this second year of our five-year strategy, we found ourselves building and refining choices and strategic directions. We continued to deepen our practice by sustaining and expanding our partnerships and collaborations, while carefully scrutinizing our choices and adjusting them in the light of experience. As the work of preventing violence against women and children grew globally, we found ourselves at an opportune moment to leverage decades of practice into greater influence. Thus, we made significant investments in *Influencing*, and spent considerable time and resources shaping, contributing to and convening processes to influence the rapidly growing field of violence prevention. The following is our reflections on key issues raised in 2018 and how they evolved in 2019:



Opportunities and Pitfalls in an Evolving Field

In 2018, we noted the emerging momentum in the fields of violence against women and children prevention and saw multiple entities developing interventions, initiatives and ideas. There was considerable tug for our involvement in multiple processes. We were concerned about losing focus and entering or continuing in collaborative partnerships that did not substantially contribute to Raising Voices' core objectives. We feel gratified that we succeeded in being judicious. For example, when we sensed that it was not in our best interest to invest substantial energy in providing technical support to organizations with misaligned values, we decided to suspend our partnerships in the tripartite relationship that had in the past enabled us to support VACPCs. Similarly, we declined at least 10 overtures for collaboration when we felt that the proposed work was not furthering the objectives we have articulated in our current strategic plan.

These decisions provided space to capitalize on opportunities in the emerging momentum. For example, we proactively convened and coordinated a coalition of practitioners to focus attention on the issue of VAC at schools in the Global South because we felt that the issue and the voices from the Global South were being overlooked. Similarly, in VAW prevention, we laid the groundwork for increasing the visibility and voice of activist organizations in preventing VAW. The primer on preventing VAW for African women's organizations and many of our influencing efforts were geared toward building relationships, increasing accountability to women's movements and building a shared language and analysis from which we can collectively engage. This work will grow in 2020.

As we enter 2020, we believe we will have to be even more judicious. Our own activities are beginning to gain pace, and there is very little room for diffusing focus.



Taking Our Work to Scale

In the first year of our current strategy, we invested in an internal process of reflection on what it means to go to scale and how we should get involved in taking our interventions to scale. Significantly, teams at Raising Voices emerged from this reflection with two sets of complementary choices. The VAW methodology (SASA!) that has seen considerable traction at the global level, has focused mainly on working with partners and funders to enable those who are working on VAW prevention to maintain quality and ensure fidelity. In this instance, we saw our role as enablers, capacity builders and specialists in the service of programs run by others. This approach has been spectacularly successful for SASA!, with more than 60 partners in 25 countries and counting. Our practice allowed us to co-convene CUSP, which generated key principles for safe and effective scaling up, has gained significant traction and has made an important impact on the development of the policy and practice of social norms change programming at scale. In this way, we are influencing broader systems of funding and principles of going to scale to promote accountability and safety for women and communities.

The VAC methodology has taken a slightly different approach. We invested the bulk of our efforts in Uganda and sought to influence education systems. Our goal was to integrate the key ideas from the GST into the way schools are run. Thus in 2019, we invested in a collaboration that developed a cost-effectiveness analysis. We established relationships with experts based within the government who can help us develop a detailed model of how interventions can be integrated into the Ministry of Education's program for delivering education to Ugandan children.

As we reflect on these complementary approaches, we draw together a key insight: while community-based and institutional mechanisms of change differ, many of the underlying principles for scale remain the same – prioritizing communities, ensuring quality, doing no harm, investing in longer-term programming. These principles are the fundamentals of safe and effective social justice work. Therefore, while mechanisms differ, diverse approaches require contextualized analysis and due diligence for programming at scale.



Organizational Growth Requires Investment

While change brings vibrancy and fresh insights, it also brings the work of acculturation, introducing the new staff to our signature styles of navigating our work, and of immersing them in our organizational culture. In 2019, we had five new senior staff join the team. To exacerbate the challenge, this year we also lost five long-term staff, many of whom had been with Raising Voices for more than 10 years. When this happens concurrently, as it did in

2019, this becomes a critical process that demands substantial investment of time and "bandwidth" from the remaining staff, particularly senior staff who lead in the mentoring of others. In this climate of turbulence, the remaining leadership team had to uphold institutional memory and ensure that the overarching organizational strengthening process spoke clearly of our values and procedures.



Final Word

The context is changing rapidly, and Raising Voices must continue to evolve and strengthen staff capacity to both respond and proactively influence the future of this work. As an organization based in the Global South driven by social justice and feminist values, we can set the pace, build solidarity with our peers and cultivate a practice of preventing violence against women and children that truly does justice to the communities we aim to serve.





Publications

We are happy to share the full list of 2019 materials published or co-authored by Raising Voices.

- Raising Voices & African Women's Development Fund. (2019). *Preventing violence against women: A primer for African women's organisations*. Kampala, Uganda.
http://raisingvoices.org/wp-content/uploads/2019/08/Raising_Voices_Primer_English.pdf
- Naker, D. (2019). Preventing violence against children at schools in resource-poor environments: Operational culture as an overarching entry point. *Aggression and Violent Behavior*, 47, 268–273. doi:10.1016/j.avb.2019.04.004
- Raising Voices & International Medical Corps Ethiopia. (2019). *Beginning anew: A case study of International Medical Corps Ethiopia* (Creating Change Series No. 7). Kampala, Uganda: Raising Voices.
<http://raisingvoices.org/wp-content/uploads/2019/05/Beginning-Anew-Creating-Change-Series-7-1.pdf>
- Namy, S., Ghebrehethan, N., Lwambi, M., Hassan, R., Wanjiku, S., Wagman, J., & Michau, L. (2019). Balancing fidelity, contextualisation, and innovation: Learning from an adaption of SASA! to prevent violence against women in the Dadaab refugee camp. *Gender & Development*, 27(2), 203-219. doi:10.1080/13552074.2019.1615290
- Raising Voices. (2019, November 11). Building feminist momentum to prevent violence against women in Africa [Blog post].
<https://www.svri.org/blog/building-feminist-momentum-prevent-vaw-africa>
- Goldmann, L., Lundgren, R., Welbourn, A., Gillespie, D., Bajenja, E., Muvhango, L., & Michau, L. (2019). On the CUSP: The politics and prospects of scaling social norms change programming. *Sexual and Reproductive Health Matters*, 27(2), 51-63. doi:10.1080/26410397.2019.1599654
- Community for Understanding Scale Up. (2019, June 15). The politics and possibilities of scale [Blog post]. <http://www.srhm.org/news/the-politics-and-possibilities-of-scale/>
- Feminist Zines:
 - o Just Associates, Furia Zine, & Raising Voices. (2019). *Movement building*.
<http://preventgbv africa.org/wp-content/uploads/2019/01/Movement-Building.pdf>
 - o Just Associates, Furia Zine, & Raising Voices. (2019). *Intersectionality*. <http://preventgbv africa.org/wp-content/uploads/2019/01/Intersectionality.pdf>
 - o Just Associates, Furia Zine, & Raising Voices. (2019). *Working in repressive contexts*.
<http://preventgbv africa.org/wp-content/uploads/2019/01/Working-in-Repressive-Contexts-1.pdf>
 - o Just Associates, Furia Zine, & Raising Voices. (2019). *Self and collective care*.
<http://preventgbv africa.org/wp-content/uploads/2019/01/Self-and-Collective-Care.pdf>

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UN Women

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Wellspring Philanthropic Fund