

Preventing Violence against Women and Children

2010 Annual Report



Year 3 of 2008 to 2011 Strategic Plan



Acronyms

CEDOVIP	Center for Domestic Violence Prevention
CSO	Civil Society Organizations
DVB	Domestic Violence Bill
GBV	Gender-based Violence
ICRW	International Center for Research on Women
LSHTM	London School of Hygiene and Tropical Medicine
MoES	Ministry of Education and Sport
MRC	Medical Research Council
TA	Technical assistance
TWG	Thematic Working Group
SVRI	Sexual Violence Research Initiative
UNIFEM	United Nations Fund for Women
VAC	Violence against Children
VAW	Violence against Women

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Overview

As we complete the third year of the Raising Voices Strategic Plan 2008 – 2011, we reflect on the work of the year with a sense of assurance that we are well on our way to doing justice to the vision described in that Plan. As we continue adding layers of investment to the foundation of the previous two years, we can see that in our chosen niche, considerable progress is visible in both the prevention of violence against women and children's program areas. In the earlier part of 2010, we faced significant challenges that were diversionary and could have derailed us as an organization. However, with the support from our Board of Directors, funding partners and colleagues, we managed to overcome these early hurdles, and as a result, are able to reflect on the year with a sense of achievement.

In both departments, 2010 was a year in which significant strides were made in actualizing the work envisioned in the four year Strategic Plan. While we remained faithful to the fundamental programmatic priorities, the lessons learned from earlier work clearly led to responses and adjustments that were incorporated in the on-going work. In the following pages we highlight and explain key achievements, discuss challenges and outcomes and reflect on and outcomes and what we have learned during the course of 2010.

Preventing Violence Against Women Department

In many ways, the violence against women department truly went regional in 2010. While for years now we have had relationships with organizations throughout the region, 2010 brought more connections, more formalized partnerships, more collaborations and as a result, more influence on violence prevention work in the region. Efforts in relation to both *SASA!* and the GBV Prevention Network meant a more sustained and active presence within Horn, East and Southern Africa.

The *SASA! Activist Kit for Preventing Violence against Women and HIV* was enthusiastically received by partners and other colleagues in the field of violence prevention. There is considerable interest and demand for *SASA!* as organizations from around the continent express relief and excitement in learning how to systematically and meaningfully affect social change. The launch of the *SASA!* roll out with 8 organizations in Uganda and 6 organizations regionally provides an exciting opportunity to work, in a sustained and intense way, with organizations committed to strengthening their violence prevention efforts.

The GBV Prevention Network membership grew but more importantly, the Network witnessed growth in number of activities, synergies and connections with members and strategic partners. The Network had face-to-face interactions with over 100 Network members over the year and through materials and activities, reached almost all member organizations. The ***Get Moving!*** initiative gained traction through partnerships with nine member organizations around the region. This, along with various external discussions and internal strategic thinking processes, helped the Network move closer to what we feel is our strategic value added: the infusion of a more rights-based, feminist analysis of violence against women prevention work across the region. We feel energized by the new directions, the increased comfort with our own identity and overwhelmingly positive response from members.

The *SASA!* study continues in Kampala in collaboration with CEDOVIP and the London School of Hygiene and Tropical Medicine. A Rapid Assessment Survey conducted this year shows significant difference in knowledge and attitudes about gender, women and violence between the control and intervention communities. Consistent attention to quality programming through technical support as well as extensive program monitoring is creating change in Rubaga and Makindye communities.

Preventing Violence Against Children Department

In 2010, we continued building on the investments of the prior work. We learned that the medium and the manner in which content is delivered, is as critical as the content itself, and that a loyal following created expectations, even identification with key components of the content. We learned how 'branding' of ideas and forms of delivery can create an attentive audience and how that attention has to be handled with respect and creativity to be sustained. The *Good School Toolkit* rollout spawned a substantial following, with more than 450 schools, approximately 10,000 teachers and more than 200,000 students grappling with the ideas. For those using the *Toolkit*, the term 'Good School' became a verb rather than an adjective, signifying a way of running schools rather than a description. The same is also true of the substantial part of the population that has been exposed to the Raising Voices multimedia campaign about VAC. It is not uncommon to find children and adults greeting us with the taglines from our radio or TV campaigns. In 2010, we evolved in the minds of constituencies we work with from 'foreign' to 'familiar', and earned enough trust to surmount the skepticism that is often reserved for the naiveté of civil society organizations.

While the fundamental building blocks of the public dialogue were developed in the first two years of the four year plan, in 2010 we focused on how we could elevate the dialogue to the next phase: how we can start to build the infrastructure necessary for action. Thus, the content developed in 2009 hit the airwaves and led to much learning about the importance of innovation. We assembled a highly skilled team of activists that travelled the country, creating space in more than 75 towns for addressing the fundamental question: what ought to be done about VAC? We enlisted well known personalities within Uganda for TV and radio-based campaigns on who needs to take action and how. We celebrated 'heroes' who took action and translated their deeds into examples for the rest of us.

In schools, we reached out to partners such as international NGOs and local organizations to introduce the ideas of the *Toolkit* in schools. We sustained a direct partnership with a smaller core group of schools with a view to continued learning from their experience. As a result of these activities in schools, we were able to make a significant contribution to the national dialogue and specifically to the work of linking the issue of VAC to the quality of education with the MoES as well as with other key stakeholders within the education sector. We initiated several learning processes that led to a major revision of the *Toolkit* and gave rise to the study to be undertaken in 2011 that will focus on assessing the *Toolkit's* effectiveness in reducing VAC at school.

In overview, in 2010 the VAW and VAC Prevention Departments gained traction and earned credibility both regionally and in Uganda. By evolving our strategies, actively assessing and learning from our experiences we made significant progress in reaching the objectives identified in our Strategic Plan.



Operational Climate

Much of the year, particularly the second half, Uganda was in the grip of speculation and subsequent campaigning for the elections scheduled for February 2011. From political positioning and behind doors brokering, much of the governance energy was preoccupied with whether the current regime would declare the same candidate, and if it would be business as usual. Various ministries and people whose positions depend on the largesse of their political leaders were preoccupied ensuring their survival, and as a result, it was very hard to influence the normal business of governance on any predictable timescale. Thus in this climate, a proposed amendment to a key legislation would sit on the shelf for months, and then would suddenly acquire political currency, and then disappear into obscurity just as quickly.

One such example was the amendment to Children's Act which had languished in process since 2007. It was suddenly revived in 2010 with a priority of ensuring that it is passed before the legislators get pre-occupied with the business of being reelected. A flurry of activity resulted (we describe our role within this process below) with a view to ensuring that key provisions were not subtracted and from our perspective, a key provision (106b) regarding violence against children in schools was included. Given the urgency of the process, we recognized that this also created an opportunity to make significant contribution without being embroiled in protracted negotiations. Our targeted advocacy as part of a larger coalition led to an acceptance of the provision and if passed, will be the first child specific legislation in Africa that will criminalize corporal punishment in schools. Yet it is now stalled within parliament because of electioneering.

The passage of the Domestic Violence Act as well as Anti-FGM Act had been hard-fought battles in 2009 and in March of 2010, faced their final obstacle of gaining assent by the President. Much behind the scenes advocacy was required before it was signed into law. There were concerns that even at this late stage, serious subtractions could be made given that provisions around marital rape and the broad framing of domestic violence had powerful opponents. Intense advocacy was undertaken by the Domestic Violence Bill Coalition, one of the longest running and productive coalitions at the national level. Both pieces of legislation were assented to without much friction, perhaps beneficiaries of the election season politics.

The NGO Board announced a requirement on all civil society organizations (CSOs) to file their Action Plans, budgets and key documents with the Board. While this has always been required, public emphasis of this in the middle of a public debate about key misgivings about the preparation for 2011 elections was widely interpreted as a caution on 'not interfering' with the political process. Inevitably, such thinly veiled juxtapositions have the effect of editing the public discourse on an issue that should be subject to vigorous and open debate. Also in 2010, the country was caught in a controversial and ill-spirited debate regarding the proposed Anti-Homosexuality Bill. There was much public incitement of hatred and activists were being threatened for speaking out or even being seen to be aligning with LGBTI interests.

There were several security issues in Kampala that also shrunk public spaces and compromised programming at the community level. The burning of the Kasubi Tombs in March and the World Cup Bombings in July brought increased security presence to communities, limited staff movement for periods of time, and tension in the communities. Restrictions were placed on public gatherings and these contributed to a climate of fear which particularly impacted the implementation of *SASA!* in Kampala. At year's end, with an even further increased presence of military and police in the run up to the elections, community-based programming slowed almost to a stop.

Collectively, this environment created considerable threats for human rights activists to operate freely. Raising Voices staff members were at the receiving end of hate-mail as a result of our outspoken stance against the proposed Anti-Homosexuality Bill (see below for deeper discussion of this) and Raising Voices was selected for a 'random' audit by Uganda Revenue Authority (URA) three days after we took out adverts in national press regarding our opposition to the Bill. While causal links are hard to demonstrate in seemingly legitimate actions of the state and state agencies, when they happen with regularity and immediately following public dissent, it does create a climate of intimidation.

Nevertheless, this reality did not deter us from seeking to speak out on human rights abuses, and play our rightful role within the civil society in Uganda for promoting the broader agenda of respect for human rights while remaining faithful to our core work. We are happy to report that in December 2010, Human Rights Network of Uganda (HURINET-U), a membership network of human rights promoting organizations, presented Raising Voices with an Award in recognition of our 'outstanding role and contribution toward promotion and protection of human rights'. We are proud of that achievement in a year such as 2010.



Organizational Context

There were three diversionary events that impacted our work in 2010, particularly at the beginning of the year. First, the time-consuming staff recruitment process led to false starts, and near misses, and ultimately did not yield sufficiently qualified candidates for senior positions. We tried to work with the pool of applicants we had but that too yielded mixed success. We ended the processes reflecting deeply (see section on reflection on page 25 for additional discussion) on how Raising Voices could attract the kind of staff needed to sustain the quality of work and with the values that are essential to us as an organization.

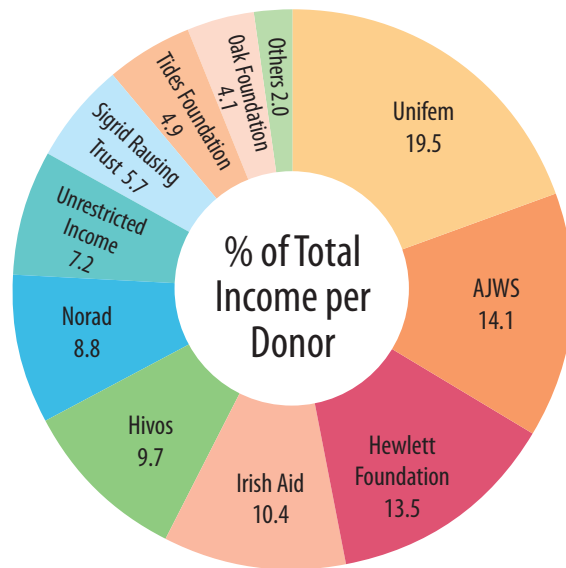
Second, as mentioned above a public relations crisis that emanated from a false press report claiming Raising Voices was in support of the Anti-Homosexuality Bill diverted organizational energy at the beginning of the year and required substantial 'fighting back' to protect our reputation as well as funding sources. The false report published in *The Daily Monitor* was picked up by various radio stations leading to many colleagues, allies and even Board members calling us in surprise. Furthermore, as a result of this story, a gay-rights activist group based outside of Uganda mounted a campaign against us without ascertaining the facts. They wrote to our partners and some donors demanding that funding be withdrawn from our activities. We had to invest time, energy and resources in creating a robust defense that included taking out prominent adverts in the major newspapers and writing to our partners and colleagues to furnish the facts and apprise them of the truth of the matter. Eventually the original journalist retracted the story and the media house published an apology. We believe no lasting damage was done, as a result of the solid track record of Raising Voices publicly supporting human rights and the considerable effort and expenditure on our part in stating our position explicitly, particularly for those who did not know us well.

Third, three days after the press statements and public positions against the Anti-Homosexuality Bill, Raising Voices became subject to a 'random' audit conducted by Uganda Revenue Authority that delved into seven years of our record. While there is no way of knowing if the two were connected, the aggressive manner in which the audit was conducted suggests that there may have deeper motivations. This consumed considerable time and energy at the beginning of 2010.

In these and other more minor distractions, we found ourselves expending energy on work that did not directly further our Work Plan for 2010. Nevertheless Raising Voices rose to the challenges, and managed to remain focused on our work while responding vigorously to each of these demands. We continued to emphasize the need to remain small and versatile, responsive and creative and at the cutting edge of the work we were implementing. In the process and as a team, we clarified what was important about our vision and how we fulfill our mission.

Our Board continued to evolve in 2010. As the term of the highly respected Chairperson expired, we entered into the search for additional credible individuals who share our values and could invest their talents in furthering the mission of Raising Voices. We have recruited one new Board Member and are discussing one additional membership.

As a result of relationship building on the basis of mutual trust and respect, we further strengthened our credibility as an organization and garnered unprecedented amount of investment in our work. For the first time in our history, our income in 2010 surpassed two million dollars. This has focused our mind, and made us ever more cognizant of the faith that our partners have in our work. Therefore the work of 2011 is to honor that faith and trust, and ensure that the investment is translated into credible and accountable results. As we look forward to 2011, we aim to focus on documenting more of our work by investing time in articulating lessons learned imaginatively and sharing them widely and creatively.



We continued to emphasize the need to remain small and versatile, responsive and creative, and at the cutting edge of the work we are implementing.

Results

The following section includes an overview and analysis of each program area at Raising Voices with detailed results found in the indicators tables developed for each program.

Program One: Fostering Discourse on Violence Prevention

VAW Prevention Department

Objective 1:

To foster discourse and increased skills on gender-based violence prevention (GBV) among activists and practitioners in the Horn, East and Southern Africa.

The GBV Prevention Network

With dedicated funding from NORAD, for the first time in the Network's history, the GBV Prevention Network was able to substantially expand its reach and diversity of activities. This, in conjunction with our own internal processes and strategic thinking about the Network's identity and core purpose, made 2010 feel like a turning point for the Network. We became more grounded and active in our identity as a feminist Network and were able to capitalize more on the extensive infrastructure that we've been building over the years. We also created the foundation for several major initiatives in 2011 including adaptation of the *In Her Shoes* methodology, two skill building learning events for the Thematic Working Groups, a Network evaluation and two additional years of funding for the Network from NORAD.

Key Initiatives

The **Get Moving!** initiative which began in 2009 to foster a more politicized, feminist analysis and approach to GBV prevention among member organizations got off the ground in 2010. Nine organizations from 8 countries around the region entered into partnership with the Network to spearhead the **Get Moving!** process, first in their organizations and next year, more widely with other women's and human rights organizations in their vicinity. Three **Get Moving!** booklets (Phases 3 – 5) were developed and disseminated this year dealing with the themes of values-based prevention work, activism and building synergies with others. The 9 partner organizations carried out several phases with their own staff and came to Kampala in November to share experiences.

“*Get Moving!* sessions made us realize we all are caught up in the of power and control in our relationships one way or the other, and the whole process provides participants space to reflect on their involvement in work around gender based violence.

ADAPT, South Africa



The impact and response from member organizations was highly encouraging. **Get Moving!** is a unique initiative that actualizes, in a practical and accessible way, a feminist approach to preventing violence against women. One of the key challenges within the region generally, and the Network specifically, is the lack of a rights-based analysis of VAW prevention work. **Get Moving!** is a tool members can use to begin or deepen a process of conscientization and politicization among staff and organizations. We feel encouraged by its potential for creating meaningful change within the individual activists and members, and ultimately within the broader work of VAW prevention in the region.

The **16 Days of Activism Campaign** grew from 40 members in 2009 to 89 in 2010. This year's theme "How Are You Living Your Faith? Every Religion Calls for Non-Violent Relationships!" emerged from a member in South Africa and was well received by other members. Kits included posters, purple ribbons, a press release, fact sheets, interfaith sermon notes, public display ideas, a film and discussion guide and staff strategizing session. Having a campaign of this magnitude ensures positive rights-based ideas, a wider outreach in the region, and contributes to building cohesion and quality across members and countries. It also increases member activity during the 16 days as ready-made materials greatly ease their planning, spending and time for development. Members report that the 16 Days Campaign is one of the banner activities of the Network which adds practical value to their programming.



The **Research and M&E Thematic Working Group** (TWG) continues to be very active. The annual 2 week training course supported by PATH over the last 4 years on Researching Violence Against Women was conducted in Kampala with 22 members. In addition, the collaboration with International Center for Research on Women (ICRW), Medical Research Council (MRC), Muhimbili University and Addis Intercontinental Research Institute was in its second year, working closely with 6 member organization to conduct quality research on VAW. All groups completed data collection and are either doing analysis or writing up their findings. This collaboration will continue in 2011 leading to several publications and contributing to building the knowledge base on VAW in the region.

For the first time, the Network began engaging with 2 other prominent **VAW prevention regional networks**: Intercambios in Latin America and Partners in Prevention in Asia. Members from both Networks came to Kampala to discuss common challenges, approaches used and possible adaptations of approaches used by the various networks. The GBV Prevention Network will adapt *In Her Shoes*, a methodology used by Intercambios. Partners for Prevention and Intercambios were interested in adapting several of the GBV Prevention Network's initiatives including the communication materials course, 16 Days of Activism campaign, and Raising Voices' *SASA* methodology. The interest in our work and planned adaptations of it in two very different regions also increases the visibility of the Network. In addition, hearing the struggles, experiences and decisions from within other Networks helped us gain clarity on some of our own struggles.

Finally, in 2010 the GBV Prevention Network spent time thinking about leadership of the Network and how to foster increased participation in strategic decisions. Leadership from members is something the Network has struggled with since inception. Several different initiatives have been attempted; from a leadership committee to focal NGOs at country level, to thematic working group leaders. This year, we established a 5 member **Advisory Committee** of activists from around the region who have demonstrated commitment, interest and solidarity with the Network. An initial meeting was held in 2010 and we look forward to working closely with this group to further grow the Network and decentralize leadership.

Challenges

The Network's rapid growth created opportunity but also challenge. Two **recruitment** attempts were made for a program officer position for the Network. The first ended with an excellent candidate who was unable to take up the post due to a family emergency and the other which did not produce quality candidates. We were able to get excellent support from two interns for the short term but staff recruitment is a top priority for the Network in 2011.

Linked to staffing challenges is the continued **reluctance of members to take up more active leadership roles**. The Communication Materials Thematic Working Group is weak which resulted in only activities initiated by the coordinating office. Additional TWGs are encouraged but members are not stepping up to coordinate despite repeated requests for these groups. Unfortunately, members seem to participate most in activities where the benefit is high but their own contribution is minimal. The Network is conducting an evaluation in early 2011 and this will be a major area to explore.

VAW Prevention Monitoring Indicators

No.	Indicators	Results
1.	# of individuals, activists and organizations actively and effectively learning about and implementing quality violence prevention programs through the Network	<p>4 Newsletters (target was 3) produced and 3792 distributed to members, friends, colleagues, strategic partners, etc. Issue 12: Living our Values Issue 13: Fostering Activism Issue 14: Reaching Out Issue 15: Engaging Communities of Faith</p> <p>3 Get Moving! phase booklets distributed to 300 members and friends Phase 3: Living our Beliefs Phase 4: Fostering Activism Phase 5: Reaching Out</p> <p>12 e-bulletins sent to 600 members, friends, strategic partners (target 11) 17,104 unique visitors (increased from 14,641 in 2009) to www.preventgbvafrica.org</p> <p>Participated and presented in 5 regional forums: 1. We Can Campaign Launch in Kampala; 2. VAW and ICT Network Strategy Meeting, WOUNET, Kampala; 3. Gender and National Strategic Planning Workshop, ATHENA and AHEAD, Durban; 4. Steering Committee for Working with Men and Boys to Prevent GBV, Refugee Law Project, Kampala; 5. Men Engage Steering Meeting and Consultation, Sonke Gender Justice, Nairobi; 6. Third International Conference on Women's Safety, Women in Cities International, New Delhi.</p>
2.	# of new resources on the web (target: 10 per month)	93 new resources (47 member and 46 non-member), 15 blogs published, 4 member stories published, and 31 new members and 17 friends published for a total of 160 new resources added (average of 13 per month)
3.	# of meetings (target: leadership committee meets twice per year, 1 expanded members meeting every 2 years)	<p>New 5 member regional Advisory Committee established and one meeting held. Members are: Christine Butegwa, Akina Mama wa Afrika; Maimuna Kanyamala, Kivulini; Anna Mutavati, UNFPA; Liz Dartnell, SVRI; Kennedy Otina, FEMNET; plus Jean Kemitare and Lori Michau from the Coordinating Office.</p> <p>2 Speaker events held (Kisumu, Kenya and Lusaka, Zambia) with 40 members participating. This strategy is designed so Network members have more face-to-face time with each other, bringing the Network closer to them and their interests.</p> <p>1 Technical Support meeting conducted with 6 member grantees of the ICRW/MRC research initiative.</p> <p>Regional Get Moving! meeting held in Kampala that brought together 17 staff from 9 member organizations.</p> <p>34 Get Moving! sessions conducted throughout the region (that we know of) involving approximately 110 staff of member organizations.</p>
4.	# of thematic working groups that develop a workplan with tangible outputs / # of thematic working groups (target 5/6)	<p>Research and M&E Thematic Working Group was especially strong in 2010. There were multiple activities done with support from PATH, ICRW and MRC. Major activities: 1. 12-day Training on Researching VAW in Kampala included 22 members conducted by experts from MRC. 2. On-going technical assistance partnership with International Center for Research on Women (ICRW), the South African Medical Research Council, Liverpool VCT, Addis Intercontinental Research Institute including onsite TA visits, research conducted and a TA workshop hosted in Kampala with 6 member organizations. Members are: Action for Development (Uganda), Center for Human Rights Advancement (Uganda), Resources Aimed at the Prevention of Child Abuse and Neglect (South Africa), Rwanda Women's Network, Women in Law and Development in Africa (Tanzania), Youthnet and Counseling (Malawi). All members undertaking research projects.</p> <p>The Communication Materials Thematic Working Group continued to struggle with leadership but the coordinating office stepped in and fundraised for two major projects in 2011: Adaptation of the <i>In Her Shoes</i> methodology and a skills building training Network members.</p>
5.	Number of Action and Advocacy Kits distributed each year (target 25)	Action and Advocacy Kits created and distributed to 89 organizations in 18 countries with activities reaching an estimated 5 million people.
6.	Increase in number of members in the GBV Prevention Network (target: 15 per year)	31 new members and 17 friends joined the GBV Prevention Network in 2010.

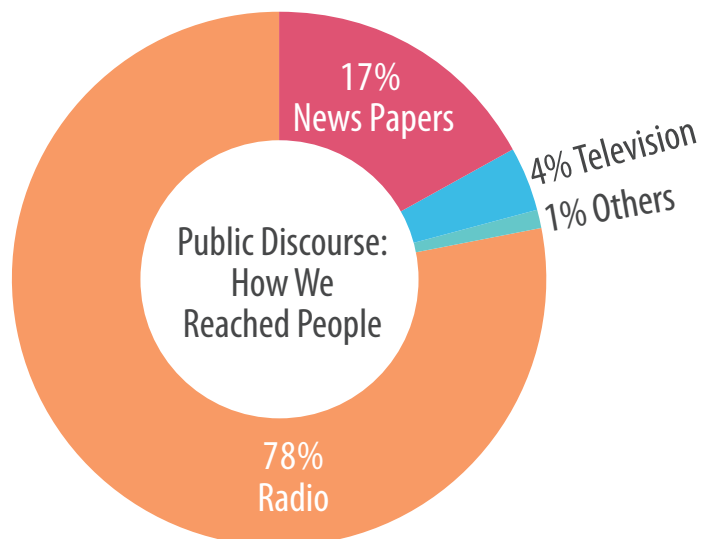
VAC Prevention Department

Objective 1:

To initiate and foster a public discourse and action on the issue of violence against children with a broad cross section of community members in Uganda.

Key Initiatives

Building on the groundwork of the previous two years, the **VAC media** department sustained and developed relationships with 17 radio stations, 7 newspapers, 2 magazines and 4 TV stations. The radio campaign was published in 6 languages, and the newspaper campaign in 5 languages. Our weekly outreach increased to 23 million contacts based on a conservative correction of media house audience figures and data from Synovate Corporation, a respected public media research organization. It is our estimate that a third of the population in Uganda came into meaningful contact with our campaign at a cost of \$167,000 for the year.



This year, more than ever before, we feel that we now have a loyal following and credibility within the media connected public. Surveys in diverse parts of the country revealed that more than two thirds of the individuals surveyed had come in contact with our campaign. A significant proportion was able to link the campaign to Raising Voices and more than a third of the respondents could repeat back to us key ideas of the campaign. Our theory of change had predicted that action will lag behind awareness and knowledge. However the recognition that we had the 'ear' of a large number of regular followers of our campaign focused our efforts. This led to three key decisions:

- To sustain the interest and loyalty, we needed to continue to innovate; add something new to the mix, in a new way. We introduced an expert storyteller on radio and TV who wove stories that emphasized key issues we were highlighting in our campaign. On TV we experimented with a 'magazine show' approach that discussed a theme in a variety of different ways, minimizing the 'talking heads' approach. In newspapers we introduced the footprint campaign that asked the same question about VAC in a more personal manner. All three innovations were 'firsts' in Ugandan context and generated much debate not only about the content but about the manner in which it was delivered.
- We continued to emphasize the value of triangulation; the importance of delivering similar ideas to the same people through a variety of different means. The multiplicity is not only cumulative in effect but anecdotal feedback leads us to believe that such an approach creates synergy. An idea gains more currency if it is heard, read and seen as opposed to heard three times.
- Towards the end of the year, we began to shift the focus of our campaign from simply putting ideas in front of people to, how we can now start acting on these ideas. Who will act, whose endorsement will make a difference, what institutional support is needed, how can entire communities can start evolving their way of relating with children.



Community Activism

A highly skilled team of activists travelled to 76 towns, engaging the local leaders, organizations, and the community members in public events, theater, community drives and discussion on the issue of VAC. The **community activism** team also visited selected schools in each town and in most places also created space for local leaders and community based organizations to discuss how individuals can be supported to prevent VAC.

Toward the end of the year, the Community Activism team spent more than fifteen days in Eastern Uganda working with a REACH, a local CBO and other community members concerned about the imminent **FGM** season. It was estimated

Supporting Grassroots Efforts to Prevent VAC

Makerere 1 Community Initiative (MACI) is a community-based organization that works with police, local council leaders (LCs), local media, and two schools in areas of Kawempe. Through activities such as dramas, door-to-door discussions, local council meetings, and advocacy visits to police and schools, they engage diverse stakeholders, influencing their response to cases of violence against children.

In 2010, they conducted several trainings with police and LC leaders, and made over 50 follow-up visits to Kawempe police station to advocate for children. They painted murals in schools and community; were hosted on 6 talk-shows on local radio station, 2 talk-shows on a local TV station and featured on news of 3 local TV stations with national coverage commenting of issues around VAC. In 2010, Raising Voices developed capacity of MACI staff to raise funds for their work and provided materials and support for their community based activities.



that more than 200 girls were likely to undergo the procedure in the area that the team was focusing on. The team created public events and discussion forums where key leaders and health practitioners talked about the importance of abandoning the practice. It brought together courageous girls willing to speak out about the consequences. The team also brokered discussions with 'local surgeons' who talked frankly about why they do it. This intervention was an experiment based on a strong feeling within the team that when there is a clear and imminent danger of VAC, we had a responsibility to act. It is estimated that our influential participation cost about \$7500 dollars and that the rate of FGM was halved as a result of this collective intervention. We entered into an internal discussion about the value of responding in such a way without first articulating a longer term strategy and whether we were actually successful in our efforts. Was the investment of time and resources cost-effective? Should one put monetary value on such things? That is a value judgment that we are still grappling with, and will have implications on how we pursue this work next year.



As a result of these events as well as other activities, our **database of community based activists** rose from 348 individuals in 2009 to 1412 in 2010. Toward the end of the year, we began an active campaign of engaging the energies and resources of these activists for their community through an SMS communication campaign.

In 2010 we continued to invest in the development of the capacity of eight **community-based organizations** by creating a learning process as well as connecting some of them to funding sources. Four of the eight now have funding to continue the work in their communities.

In 2010, we continued to create opportunities for review and reflection on the issue of violence against children. By creating **forums for discussions**, sharing skills and ideas, this program continues to develop the infrastructure for local responses to violence against children.



VAC Prevention Monitoring Indicators

No.	Indicators	Results
1.	# of initiatives implemented to foster dialogue on VAC	20 different types of activities were implemented to foster a dialogue on VAC. The activities included radio-based ideas for actions and discussion (almost 10,000 aired) with 17 radio stations and 3 television stations, involvement of prominent personalities, newspaper cartoon strips and footprint campaign, community dialogues in 76 towns, children's forums such as Children's Day of Prayer and VAC film shows and discussions in 60 video halls.
2.	# of individuals who participate in public discourse on VAC in Uganda	<p>Approximately 23 million weekly contacts were made through the media campaign (About 18 million through radio; 1 million through television, and 4 million through newspapers).</p> <p>632 individuals submitted their ideas and experiences on corporal punishment</p> <p>101 children and their families were supported through Urgent Action Fund.</p> <p>The database of individuals who are concerned about the issue of VAC and have done or want to do something about it, has grown from 348 individuals in 2009 to 1,412 individuals by December 2010.</p> <p>More than 20 organizations accessed our materials or adapted our ideas for their on-going work.</p> <p>More than 1000 children and 50 churches participated in the national day of prayer against VAC.</p> <p>Approximately 40,000 individuals and 40 schools participated in a discussion with the local activism team about how they could prevent VAC.</p> <p>34 Journalists participated in a learning process and 10 were supported through bursaries to broadcast their stories on VAC.</p> <p>8 prominent personalities including musicians, government officials, religious leaders and an athlete have donated their voices to inspire public opinion and action around VAC.</p>

Program Two: Practical Methodologies

VAW Prevention Department

Objective 2:

To develop and disseminate practical methodologies that enable activists and practitioners to prevent violence against women and children.

Key Initiatives

The *SASA! Activist Kit* was in much demand in 2010 and Raising Voices distributed it carefully to 48 civil society organizations that are committed to using it and have ongoing relevant programming. There is considerable excitement and interest in the methodology from organizations as far as Mongolia and Haiti. In Haiti, Beyond Borders, a local civil society organization, is translating and adapting all the overall pieces as well as the local activism, training and communication materials sections (see image below). They are finding it very relevant to their context and implementing it with care and zeal.



Technical support to CEDOVIP was given on a weekly basis for quality implementation of *SASA!* in Kampala and in the National Roll Out (see next section). Weekly departmental meetings are held where the Co-Director meets with the Executive Director of CEDOVIP and each program team involved in *SASA!* implementation. The M&E officer at Raising Voices also joins the Local Activism departmental meeting. This space is used to assess progress, strategically plan the way forward, solve problems and to help staff stay focused and accountable to program goals. In addition, Raising Voices co-facilitated two staff training workshops for all CEDOVIP staff and the VAW prevention team at Raising Voices on *SASA!* The first process, in January was used to assess progress in the implementation of the Awareness Phase in Kampala and the October process was used to further strengthen staff skills to implement the Support Phase of *SASA!*

SASA! implementation in Rubaga and Makindye in Kampala District is in full swing with almost 150,000 people directly reached by a staff member or community activist in 2010. Activities such as community conversations, interactive dramas, quick chats, card games, poster facilitations and more are conducted on a daily basis by a wide range of male and female community members from ssengas, local leaders, community activists, health care providers, religious leaders and police officers. *SASA!* ideas are taking root and positive change is happening!



“

“In fact, if it was not for *SASA!* I do not know where I would be because I was experiencing a lot of violence; I have been married for 13 years but 10 of them have been full of misery as my husband has been so hostile and promiscuous. When I joined *SASA!* he rejected but I forcefully kept going and I eventually picked up the guts and shared with him. Now life is so different and he is changed and attends some of the sessions in the community and encourages me to go for the skills building sessions.”

49 year old female Community Activist, Makindye 1 Parish

The SASA! Study in Kampala, a collaboration with London School of Hygiene and Tropical Medicine, CEDOVIP and Makerere University is underway. The baseline survey report was finalized, a paper has been written and is being submitted to peer review journals for publication. Efforts are ongoing to further refine and test questions for use in the follow up survey.



A **Rapid Assessment Survey (RAS)** was conducted in *SASA!* and control communities to assess knowledge, attitudes, skills and behaviors. This survey revealed that men in the *SASA!* communities, who in the previous RAS reported highly conservative results, are shifting and quite consistently are now reporting more progressive responses than men in control communities. Similarly, women in *SASA!* communities are consistently more progressive than women in control communities. For example:

Question	Control		Intervention		Control vs. Intervention	
	Women, %	Men, %	Women, %	Men, %	Women, p-value	Men, p-value
Do you think it is strange for a married man if his friends see him regularly washing dishes?	71.3	83.5	45.4	53.3	<0.001	<0.001
Is it acceptable for a married woman to ask her husband to use a condom?	69.4	25.7	79.4	61.7	0.093	<0.001
In your opinion, does a man have a good reason to hit his wife if: She disobeys him	22.2	61.5	8.3	40.2	0.005	0.002
She answers back to him	21.3	64.2	5.6	35.5	0.001	<0.001
She disrespect his relatives	13.1	64.2	5.6	39.2	0.057	<0.001

We are generally encouraged by the results although there are some areas proving quite difficult to shift such as blaming women for the violence against them.

Question	Control		Intervention		Control vs. Intervention	
	Women, %	Men, %	Women, %	Men, %	Women, p-value	Men, p-value
Are women sometimes to blame for violence against them?	75.9	95.4	62.0	73.8	0.027	<0.001
If you tell women who are being beaten by their husbands they should behave better, others will approve	76.6	25.7	81.5	41.1	0.382	0.016

The Rapid Assessment Surveys are assisting us to strengthen programming as they identify areas where change is not happening, enabling us to respond at a program level on specific areas of concern through training, increased community engagement, mentoring of community activists, etc. It is also contributing to a stronger follow up survey as we are testing and analyzing different questions for potential use in the follow up survey.

Programmatic monitoring of SASA! implementation in Kampala moved forward with daily monitoring of *SASA!* activities in Rubaga and Makindye. The system was strengthened through the introduction of systematic sampling so that 25 activities were monitored each month and rankings made on the levels of knowledge and attitudes of community members based on core indicators using the Outcome Tracking Form. The introduction of systematic sampling made our monitoring more rigorous.

“

“When I joined *SASA!* I was bullied by some of my colleagues and community members who teased me for being ‘a woman’. They would say: ‘What kind of man are you? Those are things for women not men.’ I was very shaky at the beginning but the monthly meetings and the trainings really helped me to pick my confidence and move on. Now I can go to any community or any group of people and talk about violence prevention. I feel that is now just part of me. I’m actually at my best with my partner and I pledge to focusing community attention on the benefits of non-violence.”

Male Community Activist, Nakulabye Parish

Results from the daily **Activity Report Form** and **Outcome Tracking Forms** are entered and analyzed on a monthly basis and fed back to staff in monthly feedback sessions. During these sessions, the whole team can understand and interpret the findings and also better understand how we as implementing organizations are doing in supporting *SASA!* implementation. In addition, this year we began feeding back the information collected to the *SASA!* community activists (CAs). This has been an important point for learning of the CAs as they now better understand the rationale for collecting data and can also see in very practical terms the progress, impact and challenges they are encountering. This has increased CA reporting, contributed to more responsive programming and ultimately a stronger *SASA!* team.

Challenges

Insecurity and unrest significantly affected *SASA!* implementation and monitoring in 2010. In March, riots erupted as a result of the arson attack on the Kasubi Tombs, an ancient burial site within the Baganda Kingdom in Kasubi Parish, one of the communities where *SASA!* is being implemented. Unrest and fear were widespread and disrupted programming for about 1 month. Furthermore, the twin bombings in Kampala during the world cup soccer match in July which killed over 60 people deeply affected movement and public gatherings. Police issued directives banning public gatherings of more than 5 people, and generally, community members were fearful to be in public spaces. The impact of the bombings lasted about 2 months with programming significantly slowing down and at some points completely stopped during this period. These were major setbacks for *SASA!* as for approximately 3 months in 2010 there was scant programming as it was not safe for staff or community members to move around freely. Finally, November and December saw the beginning of the presidential, parliamentary, mayoral and local government election campaigning. Programming continued almost as normal until mid-December but tensions were high in the community and divisions over political affiliations and support.



VAW Prevention Monitoring Indicators

No.	Indicator	Progress
1.	# of methodologies distributed and to whom	Distribution of the <i>SASA! Activist Kit</i> is deliberate and careful to ensure those receiving will put the kit to best use. The <i>SASA! Activist Kit</i> was disseminated to all <i>SASA!</i> national and regional partners as well as 48 other NGOs across the region. The <i>SASA! Film</i> was distributed to over 120 organizations and individuals. The <i>Training Process</i> was distributed to over 35 NGOs. The <i>Resource Guide</i> was distributed to over 45 NGOs.
2.	Number of activities monitored and types of qualitative research conducted in <i>SASA!</i> pilot in Kampala	276 out of the 300 planned Outcome Tracking Forms were completed. 720 Community Activist Activity Report Forms completed. 197 Staff Activity Report Forms completed. Over 700 <i>SASA!</i> activities monitored. 1 Rapid Assessment Survey conducted with 432 community member Timeline activities were conducted with staff and CAs.
3.	Number of staff feedback sessions conducted on <i>SASA!</i> data	9 sessions conducted for all staff. 7 sessions conducted with community activists.
4.	# of organizations that receive monitoring tools developed / # of organizations using the tools	CEDOVIP, all 13 <i>SASA!</i> roll out partners, and others using tools. Tools shared in PEPFAR Meeting in Washington DC as well as with USAID South to South Technical Assistance program.
5.	# of organizations in the region effectively adapting and implementing violence prevention methodologies developed by Raising Voices (target: 31)	Many organizations are using the Raising Voices methodologies. Direct TA was given to 14 organizations: 9 in Uganda, 1 in Tanzania, Kenya, Botswana, Burundi, Ethiopia, South Africa, Malawi. An additional 300 organizations received methodologies.

VAC Prevention Department

Objective 2:

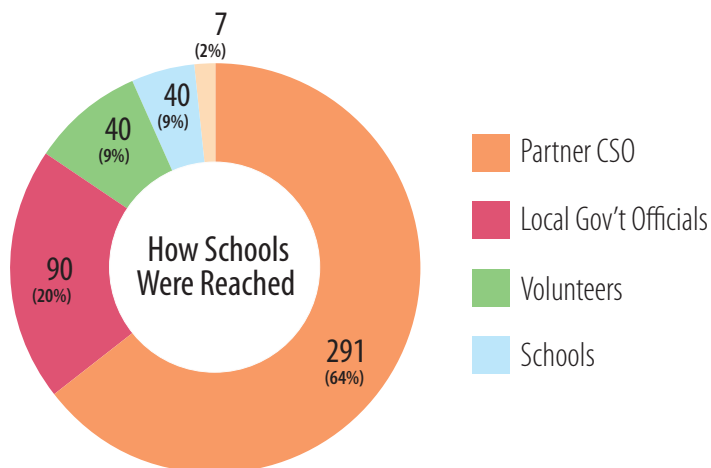
To develop and disseminate practical tools that can enable practitioners to prevent violence against children in schools and within their community.

Key initiatives

Our theory of change is based on the contention that if sufficient numbers of individuals are presented with an opportunity to engage with new ideas, and the infrastructure to practically experiment with these ideas is developed, then the conditions will emerge to create traction for these ideas to take long term root in practice. Thus all following activities were designed to promote this outcome.

Good Schools Program

The demand for the *Good School Toolkit* continued to grow in 2010. Given that each *Kit* costs approximately US\$35, we have been disseminating them strategically to ensure that they are actively used. Since its publication in mid-2009, and rollout in 7 core schools, during that first first year, 180 schools began using the *Toolkit* through collaborations with civil society organizations like Plan International, UWESO, Crane Viva, Peace Corps and Straight Talk Foundation.



In 2010, 264 new schools have been reached through existing and new partners bringing the total number of schools using the *Toolkit* to 451. More than 75% of the schools using the *Toolkit* are primary schools. More than 30% of these schools were reached by individuals such as teachers, local government officials and tutors at teachers training colleges or schools that took the responsibility of reaching out to schools in their area.

In 2010, we also invested significantly in learning how the *Toolkit* is being used, how it can be improved and how we can make it more user-friendly. Several schools were visited and a wide range of stakeholders were engaged in a dialogue about how the *Toolkit* can be improved. Three key issues emerged:

- Despite considerable simplification, a significant number of the users were not able to take advantage of the information that existed in the *Toolkit*. Most users did not have the skill necessary to triangulate the information that existed in the three components on an issue of interest to them. This meant that many users either went through each component linearly and as a result felt overwhelmed or simply used one component of the *Toolkit*.
- Some content gaps regarding classroom management skills were identified.
- The presentation of the conceptual framework had to be simplified to enable most users to grasp the key ideas more easily. Thus, *The Toolkit* will be presented in six distinct steps each containing all the information for the theme that the step is focusing on.

As a result of this feedback, towards the end of the year, we embarked on a substantial revision. The updated version will be published in May 2011.

More than 275,000 students and teachers were engaged in discussing key ideas presented in the *Toolkit* through sponsoring of booklet clubs and discussion forums. 30,000 booklets, 7500 posters, 4000 *Teachers and Students Companion* to the *Toolkit* were distributed through our existing networks to encourage this activity. More than 50 schools were visited by our activism team to begin a dialogue about what their schools could do to prevent violence against children. More than ten partner organizations adapted our activism tools and used them to conduct activities in their communities. This included posters, *Toolkits*, pre-recorded programs translated in the local language and digital materials to enable them to conduct a wide range of activities in their community

Challenges

Demand for *Toolkit* is high and yet we had to filter requests for copies carefully to ensure that the resource was not going to sit idle facilitating empty rhetoric to impress school inspectors and influential visitors. Inevitably this leads to exclusion of some schools. This year we will dedicate some time to develop a more discerning criteria for inclusion.

It is difficult to measure accurately attitudes of teachers. They routinely present a highly progressive attitude that bears little or no resemblance to their day-to-day behavior. Consequently, it becomes difficult to meaningfully gauge progress. A more thorough and a scientific study is needed to measure the changes occurring at schools using the *Toolkit*. To this end we have managed to identify resources and put together a team that will undertake a two year comprehensive study to measure the effectiveness of the *Toolkit* in reducing VAC at school and promote learning outcomes early in 2011.

In 2010, 264 new schools have been reached through existing and new partners bringing the total number of schools using the *Toolkit* to 451



VAC Prevention Monitoring Indicators

No.	Indicator	Progress
1.	# of Good School Toolkits and learning materials published and disseminated	<ul style="list-style-type: none"> 141 Good Schools Toolkits and other learning materials provided to schools directly. 100 schools availed the toolkit through collaboration with the UNATU (Uganda National Teachers Union). 20 <i>Good Schools Toolkit</i> provided and introductory sessions conducted with 20 District Education Officers. 30,000 booklets disseminated to schools. 7500 posters disseminated to schools. 4000 <i>Teachers Companion: What is a good School</i> disseminated.

Program Area Three: Strengthening Capacity

VAW Prevention Department

Objective 3:

To support and enable to wide usage of Raising Voices prevention methodologies.

The long-awaited ***national and regional SASA! roll out*** began with a careful and rigorous selection process of 6 regional and 8 national partners across Uganda chosen from almost 100 applicants. Raising Voices provided financial and technical assistance to CEDOVIP who is heading up the national roll out and Raising Voices, also with support from CEDOVIP, heads up the regional roll out. The initial ***training*** was done for all partners in Kampala, regular distance support was given to all partners as well as ***onsite technical visits*** to 10 partners, and 9 partner organizations were hosted at the **Learning Center** in Kampala. At year's end we feel hopeful and encouraged by the commitment, creativity and enthusiasm with which partners embraced *SASA!*

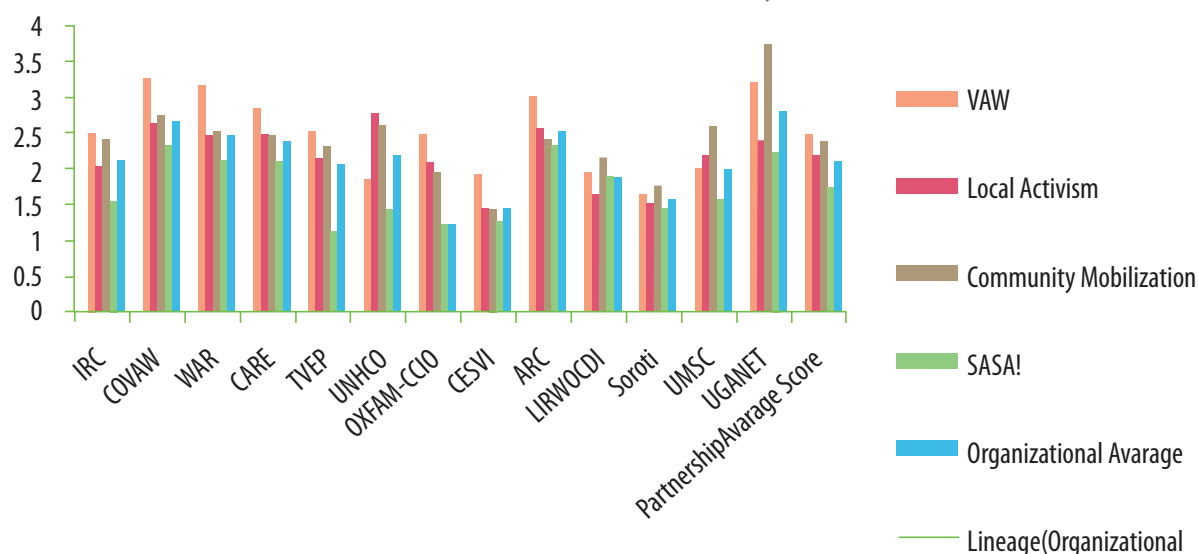
Regional SASA! Partners	National SASA! Partners
<ol style="list-style-type: none"> 1. The International Rescue Committee (IRC), Ethiopia 2. Coalition On Violence Against Women (COVAW), Kenya 3. Women Against Rape (WAR), Botswana 4. CARE International, Burundi 5. Thohoyandou Victim Empowerment Programme (TVEP), South Africa 	<ol style="list-style-type: none"> 1. The American Refugee Committee 2. CESVI 3. Lira Women & Children Development Initiative Transit Shelter 4. Soroti Catholic Dioceses 5. Oxfam GB 6. Uganda Muslim Supreme Council 7. The Uganda Network on Law, Ethics and HIV (UGANET). 8. Uganda National Health Users/ Consumers' Organization (UNHCO)
<p><i>*note: one partnership terminated, to be replaced in 2011.</i></p>	

Key Initiatives

Employing our newly developed approach to competency-based technical assistance, we conducted a ***staff baseline competency assessment*** with all *SASA!* partners. Many partners had experience in doing community-based violence prevention efforts, while for others *SASA!* represented a major shift in organizational practice. Community mobilization to prevent violence against women and HIV is a complex process. As such, Raising Voices has endeavored to break this down into key competencies to enable a more systematic and individualized approach for technical assistance. The competency-based assessment included a self-assessment by staff of each partner organization, a SWOC analysis, management interviews and an organizational observation review by CEDOVIP and Raising Voices staff. Key areas of importance were explored such as violence against women, local activism, community mobilization and the *SASA!* approach.

The Partner Competency Baseline Survey results will assist Raising Voices and CEDOVIP to plan the TA for each organization, specifically tailoring training, learning events and support to address the specific needs, strengths and shortcomings of each partner. In addition, the baseline will be used to track growth and development of partner organizations from start to finish within the 3 year partnership. In addition, baseline information on key competencies increases accountability of both Raising Voices and CEDOVIP to partners and the accountability of partners to TA providers. If specific competencies are identified, shared openly, and worked on collaboratively there is a more equitable approach to learning – and to 'teaching'. As a TA partner, Raising Voices takes seriously our commitment to provide quality TA that truly moves partners to another level of growth. Tracking of progress allows us to celebrate success, identify persistent areas of challenge and to document learning processes to that all of us can be better equipped to prevent violence against women and HIV in our communities.

Competency average by partner organizations (from self-assessment surveys)



*All 13 partner baseline competency reports, an overall summary report
and an extensive overall partner report can be found at
www.raisingvoices.org*

All SASA! partners began **implementation of the Start Phase of SASA!** Each partner organization is adapting SASA! to their context and level of organizational and staff experience. All organizations facilitated staff trainings on SASA!, identified and selected community activists, began building relationships with communities, and conducted a simple survey in their communities to gather baseline information on knowledge, attitudes, skills and behaviors. To conduct the **Community Baseline Survey** on VAW and HIV, each organization translated the tool, trained data collectors and carried out the survey. In total, almost 6000 community members were reached within all 13 communities. This data was returned to Raising Voices where it was double entered, cleaned, analyzed and partner specific reports were written for each organization detailing the findings, highlighting concerns and recommending programmatic and organizational responses. In addition, an overall report was written that highlights key results across all communities and also discusses some of the challenges that emerged. All reports can be found at www.raisingvoices.org. This information will provide baseline data from which to assess the progress and impact of SASA! in communities over time.





Challenges

The lead staff person responsible for *SASA!* roll out was on maternity leave and also unable to travel for most of the year. Efforts were made to hire consultants for coverage but this proved very difficult as *SASA!* is a new approach which requires specialized knowledge, particularly when one is in the position of providing technical assistance. The Co-Director stepped in as did CEDOVIP staff yet the start with partners would have been stronger with staff fully on board but we are making concerted effort in early 2011 to catch up.

During the selection process much care was taken to identify the right partners yet in the end we did have to **terminate a partnership**. We were keen to have a mix of organizations: INGOs, NGOs and CBOs. The CBO we selected met the criteria, came for the initial training, and although at selection we knew they would need additional support, several issues of concern emerged during the initial training. As a follow up we did an onsite assessment of the organization and ultimately decided to terminate the partnership. This was a difficult decision but issues of transparency and accountability could not be sufficiently resolved. Therefore, time was spent in the second part of the year to identify a 6th partner – one who could enter the process at a later stage and still catch up.

Finally, a challenge that impacted all organizations was the *SASA!* **community baseline survey**. This survey, developed with the support of London School of Hygiene and Tropical Medicine attempted to assess knowledge, attitude, skills and behaviors. The nature of the exercise introduces challenges in that staff carrying out the survey are typically inexperienced researchers and many organizations lacked experience in coordinating such an exercise. In addition, several of the questions proved problematic and require revision. Whether it was the questions or the lack of experience or a combination of both, we feel several of the questions elicited what we believe to be overly progressive results. This could be due to many factors: poor wording of the question, desire to please the data collectors, social desirability (i.e., social pressure to answer 'correctly', etc.) and possibly the quality of translations. We are working closely with researchers to further strengthen the survey and will likely also revise the process for partner organizations to introduce more consistency and rigor into the preparation and implementation of the survey.

VAW Prevention Monitoring Indicators

No.	Indicator	Progress
1.	Total # of capacity building interventions conducted with collaborating organizations (target 5 per year)	14 NGOs received TA in 2010: CEDOVIP, ARC Uganda, Oxfam, CESVI, UNHCO, Soroti Diocese, LIRWOCDI, UMSC, UGANET, WAR, COVAW, IRC Ethiopia, CARE Burundi and TVEP.
2.	# of on-site support visits conducted to each participating NGO (target: 5 per year)	10 onsite visits conducted: COVAW, WAR, TVEP, LIRWOCDI, UGANET, UMSC, CESVI and Soroti Catholic Diocese.
3.	5 learning centers developed by 2011	*Revising indicator: Learning Centers dependent on <i>SASA!</i> roll out that begins in 2010. LCs to be developed in 2012.
4.	Percent of NGOs receiving TA at the learning centers that go on to implement prevention methodologies	100% of NGO's hosted at the LC in 2010 are implementing <i>SASA!</i> and have long term vision of doing VAW prevention work.
5.	# of participating organizations that demonstrate and increase in knowledge and skills in preventing VAW per year as demonstrated by analysis of pre and post baseline studies (target: 10 per year)	All of the 14 NGOs participating in TA this year demonstrated increased knowledge and skills after the training. All these organizations have made positive shifts in their approach to VAW prevention by among others engaging more stakeholders than they previously did, using different strategies and adopting a community driven approach to VAW prevention.
6.	# of sites generating meaningful M&E data on the progress and impact of <i>SASA!</i>	13 <i>SASA!</i> partners (National and Regional) undertook baseline survey to ascertain the knowledge, attitudes, skills and behaviors of their various communities in relation VAW and HIV. 13 community baseline reports finalized and disseminated to each of the partners.
7.	% of core competencies measured by checklists/scale	13 <i>SASA!</i> partners undertook <i>SASA!</i> partners competence assessments to ascertain their knowledge and skills in relation to VAW, HIV, community motivation and <i>SASA!</i> 13 staff competence assessment reports finalized and disseminated to all <i>SASA!</i> partners. TA recommendations made for each partners that will be used as a basis for structuring TA and measuring shifts in staff competencies.
8.	Amount of money sub-granted	A total of 150,000 USD (50,000 USD per organization) was sub granted to 3 <i>SASA!</i> Regional partners (COVAW, WAR and TVEP) to implement <i>SASA!</i>

VAC Prevention Department

Objective3:

To conduct capacity building processes with key stakeholders to strengthen their capacity to prevent VAC.

Key Initiatives

Three hundred and seventy five teachers directly participated in training organized by Raising Voices and they went on to share the ideas through a Training of Trainers process with a further 2000 teachers. Six hundred children who are members of their school *Toolkit* implementation committees also participated in a child specific processes to learn about the *Good School Toolkit*. Four hundred and twenty teachers and more than 600 students benefitted from technical support visit by Raising Voices team and teachers and students from more than 15 schools benefitted from exchange and learning visits to schools that are using the *Toolkit*. Twelve individuals have been trained and selected as Resource Persons and have travelled extensively within Uganda to offer technical support and share experience with schools in Uganda.



34 radio **journalists** were engaged in an activism process that involved sharing perspectives, tools and resources to enable them to report within their stations on VAC. This involved developing opportunities for investigative journalism and discussion programs as well as wider activism within the radio station for promotion of children's perspectives and priorities.

Our **collaboration** with three in country Plan International offices continued (Kamuli, Lira and Luwero) and two new offices came on board (Tororo and Kawempe). This has led to a significant amplification of the outreach. Our collaborations with local community based organizations also continued as we supported LABE to introduce the *Toolkit* to schools it works in, in Arua, and Positive Planet in Rakai. We also engaged in opportunistic capacity development of 20 Peace Corps volunteers who wanted to introduce the ideas in the school they are working in. Beyond that we provided phone, email based or ad hoc on- site support to many organizations and schools that approached us directly for help.

In 2010, **Peer Learning Network** hosted first exchange visits. In total 60 teachers, 100 students, and 10 District Education Officers including Inspectors of Schools and Coordinating Centre Tutors benefitted from this initiative. This activity will be expanded in 2011.

In 2010 we continued to invest in the development of the capacity of eight **community-based organizations** by creating a learning process as well as connecting some of them to funding sources. Four of the eight now have funding to continue the work in their community.

Challenges

While partnering with a large international NGO such as Plan International provides opportunity for amplifying outreach, it also creates an unsustainable expectation from the field staff of the organization who see themselves as coordinators and Raising Voices as an implementer. Despite clear written memorandum, this expectation persists and will need to be addressed in future collaborations.

VAC Prevention Monitoring Indicators

No.	Indicator	Progress
1.	# of different capacity building activities conducted to strengthen ability to prevent VAC	300 different activities conducted ranging from residential workshops, in-schools presentations, community events and launches, introductory sessions for Education officers, Civil Society Organizations and Ministry of Education and Sports officials, Radio, Television and Newspaper messages to promote Good Schools and national exhibitions for teachers unions.
2.	# of different stake holders engaged with capacity building activities	<p>180 schools engaged through collaboration with Plan International</p> <p>50 other schools reached through collaborations with Crane Viva, Peace Corps, SNV and Positive Planet.</p> <p>7 schools pilot schools partnership maintained</p> <p>114 schools indirectly reached through availing Toolkits and other learning materials</p> <p>375 Teachers participated in training organized by Raising Voices. A further 8569 teachers engaged in dialogue about creating a good school</p> <p>600 children participated in child –specific learning process about the <i>Good School Toolkit</i> and a further 270,000 were exposed to the ideas in 451 schools. An additional 40,000 children engaged by mobile resource persons team conducting presentations in 100 non-partner schools.</p> <p>50 international volunteers engaged in disseminating the <i>Good Schools Toolkit</i> under Peace Corps.</p> <p>2,255 school management committee members, engaged in discussions about good schools.</p> <p>100 district head teacher chairpersons reached through activities with UNATU.</p> <p>20 <i>Good Schools Toolkit</i> introductory sessions conducted with 20 District Education Officers.</p> <p>15 Coordinating Center Tutors trained to disseminate the <i>Toolkit</i>.</p> <p>3 residential training workshops conducted to introduce the <i>Toolkit</i> in 3 Plan districts.</p> <p>180 in schools subsequent trainings done by the trained teachers.</p> <p>1 three day residential workshop done for pilot partner Schools.</p> <p>2 residential trainings conducted for Crane Viva and Positive Planet Schools teachers.</p> <p>40 District Inspectors of schools reached in 20 new districts and availed with <i>Toolkit</i> materials.</p> <p>12 <i>Toolkit</i> Resource persons (consultants) accredited and recruited for subsequent toolkit rollout assignments.</p> <p>8 similar trainers assembled in Kamuli through partnership with Plan International to support 75 schools in the district.</p>

Program Area Four: Advocacy

VAW Prevention Department

Objective 4 :

To increase interest and investment in VAW prevention approaches in the region.

Key Initiatives

Advocacy efforts in Uganda focused this year on engagement with the Catholic Church of Uganda, Trocaire and Irish Aid with extensive involvement in the Steering Committee, heading up the communication materials development and assisting on the monitoring and evaluation planning. This unique initiative is an excellent example of how strategic collaborations with faith-based communities can meaningfully move issues forward and result in significant action. Trocaire initiated discussion with the church hierarchy in 2009. Already a trusted partner, Trocaire understood the hierarchies and the sensitivities within the Catholic Church. They were able to garner the support of key allies within the Church leadership and together, they influenced the Bishops Conference to take up the issue of domestic violence. Raising Voices took the lead in developing the communication materials. The end result:

- A national campaign launched on 28th November 2010, which included statements from the Bishops Council on the imperative of the Church and its members to prevent domestic violence.
- 25,000 color posters and 25,000 Homily Notes that went out to every Catholic Church in Uganda to help priests meaningfully address domestic violence from the pulpit.
- Nine million Prayer Cards printed in 9 languages distributed to every Catholic at the parish level in Uganda.

The campaign, linked to the Catholic Church's season of Advent, uses relevant scripture, the preeminence of Church leadership, and the existing grassroots infrastructure of the Church to send a powerful message: domestic violence goes against the Catholic faith. Encouragingly, the level of commitment to the issue is high among the Church and all partners – and each has committed to continue to work together to further activism within the Catholic Church to prevent violence against women in Uganda.

Raising Voices' VAW department also continues to actively participate in several coalitions in Uganda such as:

- The Domestic Violence Bill Coalition
- The Human Rights and Constitutional Law Coalition
- The GBV Reference Group of Ministry of Gender



Challenges

Intense focus on launching new partnerships as well as insufficient staffing meant that less emphasis was placed on regional and global advocacy this year in the violence against women department. While we do see our partnerships and collaborations with other organizations in the region as a type of advocacy, we must internally organize and be stronger so we can more effectively engage in important debates nationally, regionally and internationally.

VAW Prevention Monitoring Indicators

No.	Indicator	Progress
1.	# of articles and conceptual documents published per year aimed at policy makers (target: 2)	Two in draft, none published
2.	# of conferences at which Raising Voices presents (target: 4 per year)	<p>Note: name of presentations given by Raising Voices in <i>italics</i></p> <p>US Department of State, PEPFAR Gender-based Violence Scale Up Consultation, <i>Mobilizing Communities to Prevent Violence against Women and HIV: Learning Lessons from SASA!</i>, Washington DC, USA, May 2010</p> <p>Stephen Lewis Foundation, Creating an African Institute on GBV, HIV/AIDS and Counseling, <i>Sharing Experiences and Skills with Others: Lessons Learned</i>, Johannesburg, South Africa, November 2010</p> <p>UNFPA on behalf of the Northern Uganda GBV Consortium, Midterm Review of the Northern Uganda Joint GBV Programme, <i>SASA! Mobilizing Communities to Prevent VAW/HIV</i>, Jinja, Uganda, September 2010</p>

Preventing Violence Against Children Department

Objective 4:

To engage key stakeholder in reviewing and revising practices and policies that perpetuate VAC.

Key Initiatives

Our advocacy work focusing on **zero tolerance of against corporal punishment** at schools continued with various activities including:

- Publication of 140 cartoon strips in 7 newspapers discussing corporal punishment and its negative consequences.
- Engagement of prominent personalities to publicly speak out against the practice at home and in schools including Commissioner for Primary Education and Inspector General of police.
- As active members of the Coalition against Corporal Punishment (CaCP) we vigorously and successfully lobbied Uganda Law Reform Commission to insert clause 106B in the Children Act to prohibit corporal punishment at school. The Amendment is awaiting parliamentary debate in the next session.



- Sponsored more than 20 radio shows discussing physical violence against children in the name of discipline.
- Co-sponsored Children's Day of Prayer where more than a 1000 children and adults discussed physical violence against children.

Through **collaboration** with Forum for Education NGOs (FENU), Raising Voices focused on linking the quality of education in Ugandan schools the prevention of VAC. We hosted several meetings and circulated written arguments for this emphasis. In September, we were elected to represent FENU at the annual Education Sector Review Meeting (a platform for the MoES to discuss its policy and program for the following year) and were able to insert into the text of the working document a recommendation for MoES to work with Coalition against Corporal Punishment to institute alternatives to corporal punishment.

Our on-going **relationship building** work with key decision makers at the MoES continues with a senior member appearing in our public campaign and endorsing our approach. We have shared copies of the *Toolkit* with several operational arms of the MoES such as Department of Education Standards, National Curriculum Development Center as well as the Planning Unit and continue to keep them informed about the progress of the *Toolkit*. Next year we also hope to engage a core group of about 20 influential individuals as advisors in the assessment of the usefulness of the *Toolkit* in promoting quality of schools in Uganda.



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Beyond the planned advocacy, throughout the year we attended at least 15 meetings organized by other civil society actors to promote the agenda of creating violence-free schools. From review processes organized by Save the Children in Uganda to strategy workshops organized by UNICEF, our singular aim was to promote the importance of preventing violence against children through systemic approaches.

VAC Prevention Monitoring Indicators

No.	Indicator	Progress
1.	# of initiatives leading to review and revision of policy and practice	<p>7 Coalition Against Corporal Punishment meetings held with likeminded CSOs including UNICEF, Plan International, SNV, ANNPCAN, UCRNN, World Vision and Save the Children conducted to promote advocacy against the practice</p> <p>4 meetings held with the Uganda Law Reform Commission to advocate for special attention on the issue of corporal punishment in schools, home and communities.</p> <p>1 corporal punishment prohibition concept paper developed and presented to Uganda Law Reform Commission and Parliamentary Committee for Children Affairs.</p> <p>Participated in 4 workshops for review of the Children Act and influenced inclusion of article 106b prohibiting corporal punishments in schools and other institutions.</p> <p>1 concept paper developed and circulated through Forum for Education NGOs in Uganda (FENU) and Ministry of Education and Sports with recommendations to follow in disseminating the alternative to corporal punishment handbook in schools.</p> <p>4 Top Ministry of Education and Sports officials engaged in our public media campaign to reaffirm Ministry's commitment to denouncing school based violence against children.</p> <p>10 Heads of various Ministry of Education and Sports departments approached and will be assembled in 2011 for a Ministry committee to promote the use of the <i>Good Schools Toolkit</i> and eventual translate it into a Ministry policy in schools.</p> <p>8 key recommendations to improve access and quality to Education in Uganda presented and adapted in the Ministry of Education and Sports (November 2010 Aide Memoire).</p> <p>20 consultation meetings held with 20 District education officers to map ways of disseminating the <i>Good Schools Toolkit</i> through local governments.</p>

Monitoring Progress and Impact

Key Initiatives

Raising Voices staff meets every Monday morning together with the staff of CEDOVIP to share programming progress and challenges. Raising Voices staff also meets monthly to discuss organizational issues. In addition weekly departmental meetings are held with each staff and are documented with Meeting Notes.

All staff also met at the beginning of the year to review achievements of 2009, to develop an Annual Plan for 2010, and twice during the year to take stock of progress, review quarterly plans and discuss lessons learned.

The GBV Prevention Network initiated an **external evaluation** in 2010 to learn member perceptions about the impact of the network, the level of impact the Network has had in the region and the quality of coordination by Raising Voices as the coordinating office. Due to some challenges with consultants, the evaluation was not completed and will be finalized in the first quarter of 2011.

As detailed above, the violence against women department has extensive **process and impact monitoring of SASA!** in Kampala, and to a lesser extent within all the **SASA!** roll out partners. This data is helping us assess the quality of programming, needs for program development and ultimately, impact of **SASA!** as an approach.

All 6 partner schools underwent a review process that involved on site visits and assessment process with a view to understanding progress and how these schools were using the *Toolkit*. All schools also received at least two additional interventions and email and phone based support for their on-going work. More than twenty schools and forty teachers within them were involved in a systematic feedback process regarding their perception of the *Toolkit*. This feedback as well as information from other sources has become the basis for a substantial revision of the *Good School Toolkit*.

Reflections

- a) **Growth and visibility bring challenges.** As Raising Voices grows and our presence is more visible, we need to exercise greater vigilance about the vulnerabilities that could be exploited. Our public stance against the anti-homosexuality bill provoked more pronounced response than we had anticipated. The fact that our staff received aggressive emails and Raising Voices was singled out for a tax audit suggests that visibility brings with it the additional need to ensure that we have systems in place to protect ourselves. While this new visibility should not lead to self-editing, we need to put in place mechanisms that prevent careless damage.
- b) **We need knowledgeable and credible staff** in place at program and administrative level to ensure that we remain innovative and competitive. The URA audit exposed gaps we had in our knowledge about taxation laws as well as the need for senior experienced staff who can handle eventualities. Senior staff going on maternity leave left us searching for specialized knowledge that was difficult to identify. While we were able to bring in support in the form of external Consultants, this made us dependent on individuals who did not necessarily have deep loyalty or knowledge of Raising Voices' way of doing things. For the future we need to invest in senior staff in key positions and cultivate in advance a pool of Consultants that can be tapped at short notice.
- c) **Our current recruitment methods** are time consuming and do not yield the result we desire for Raising Voices. Open advertising and blind selection process should be complemented with 'head-hunting' and targeted outreach to find the candidates that can truly contribute to the fulfillment of our mission. We need to create an environment within which committed, passionate and talented activists find a 'home' and feel that their commitment is being valued equitably.
- d) **Raising Voices has grown asymmetrically.** Our work has garnered respect in the circles that know of our work and within the communities we work in. However to be able to fulfill our mission, we need to reach out more broadly to a larger constituency. We need to publish our experiences and speak to a broader audience through networks that we are not currently accessing. At this point in our development as an organization, we should be accessing more resources to enable us to implement our vision at the scale we need to.
- e) As we draw near to the closure of our four year Strategic Plan, we realize that our original objectives were **deeply ambitious**. While we believe this is a justifiable characteristic of the passion the team feels and reflective of the urgency we feel about the work, our next Strategic Plan should take a sober look the timeframe within which we hope to accomplish our goals and articulate explicitly the conditionalities upon which the goals are predicated.
- f) As a counterbalance to the caution articulated above, there must be recognition of the enormous **movement in attitudes, practices, skill-base and policy frameworks** provoked by a larger movement to which Raising Voices has made a meaningful contribution. The hallmark of our work is to be at the cutting edge and to be innovative, and that can't be achieved by setting timid goals at the outset.

Final Word

In the coming year, as we reflect on the outcome of four years of work on preventing interpersonal violence, much will rest on the wit and wisdom with which we invest in measuring our work. How we invest in assessing the bottom-line and the value we place on human scale shifts as well as larger more visible shifts. As we look to 2011, we feel much sense of excitement and an undercurrent of satisfaction that the previous three years have been profoundly meaningful work translating our ideas into concrete programs and personal, institutional and community level change. We are optimistic and energized with the prospects of what is around the corner in 2011.





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