

# Preventing Violence Against Women and Children





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# List of Acronyms

<b>CaCP</b>	Coalition against Corporal Punishment
<b>CA</b>	Community Activist
<b>CBO</b>	Community-based Organization
<b>CEDOVIP</b>	Center for Domestic Violence Prevention
<b>GBV</b>	Gender-based Violence
<b>ICRW</b>	International Center for Research on Women
<b>LSHTM</b>	London School of Hygiene and Tropical Medicine
<b>MoES</b>	Ministry of Education and Sports
<b>NGO</b>	Non-governmental Organization
<b>TA</b>	Technical Assistance
<b>TWG</b>	Thematic Working Group
<b>SVRI</b>	Sexual Violence Research Initiative
<b>UNFPA</b>	United Nations Population Fund
<b>VAC</b>	Violence against Children
<b>VAW</b>	Violence against Women

"most of the women in our community experience violence...if we do not go to help them because we are fearing to intervene, then it is impossible to get them out of this violence. In fact, for me I believe that it is our role to help do something since we live here and see these things happen every day, instead of waiting for the government to come."

**Male community member**  
Makindye, Uganda





# EXECUTIVE SUMMARY

During the final year of our current Strategic Plan, Raising Voices saw the culmination of progress and cultivation of new possibilities. It was a time to reflect about how we have arrived at this point in our journey and where Raising Voices will go next. The year was set against a backdrop of political turbulence and economic instability in Uganda, followed by eventual calm and renewed optimism. Throughout all of the uncertainties, we remained committed to our vision, allowing the challenges and opportunities alike to strengthen our spirit, our programs, and our impact.

We undertook two external evaluations, one of Raising Voices and the other of the GBV Prevention Network we coordinate, to root our strategic reflection and planning in critical analysis of relevant evidence. The results of both evaluations indicated that Raising Voices produces high quality work that furthers the field of violence prevention and is highly valued by others. At the same time, they helped bring to the surface areas for growth and change. Taking the findings and recommendations together with staff analysis, experience, and additional reflections generated through various processes, we were able to craft a new Strategic Plan for 2012-2015 which stays true to our mission and embraces new directions.

The Violence Against Women (VAW) Department made significant strides in our regional outreach through our VAW prevention technical support partnerships, program tools and campaign materials, as well as our multiple skills building processes and with Gender-based Violence (GBV) Prevention Network members. Raising Voices' impact and influence on VAW prevention in the region can be seen

and felt. In Uganda, our flagship partnership with the Center for Domestic Violence Prevention (CEDOVIP) continues to thrive and grow particularly as we work together on the implementation, monitoring and evaluation of SASA! in Kampala.

The Violence Against Children (VAC) Department's focus on Uganda is paying dividends. The national media campaign kept violence against children in the spotlight. The informal, provocative and often humorous tone of the campaign has caught the attention of leaders, community members, teachers, ministry officials and of course, children! The campaign also received international accolades with Raising Voices winning the global Communication for Social Change Award by the University of Queensland in Australia. In addition, the Good Schools approach is now being used in more than 500 schools with plans for further scaling up ready for 2012.

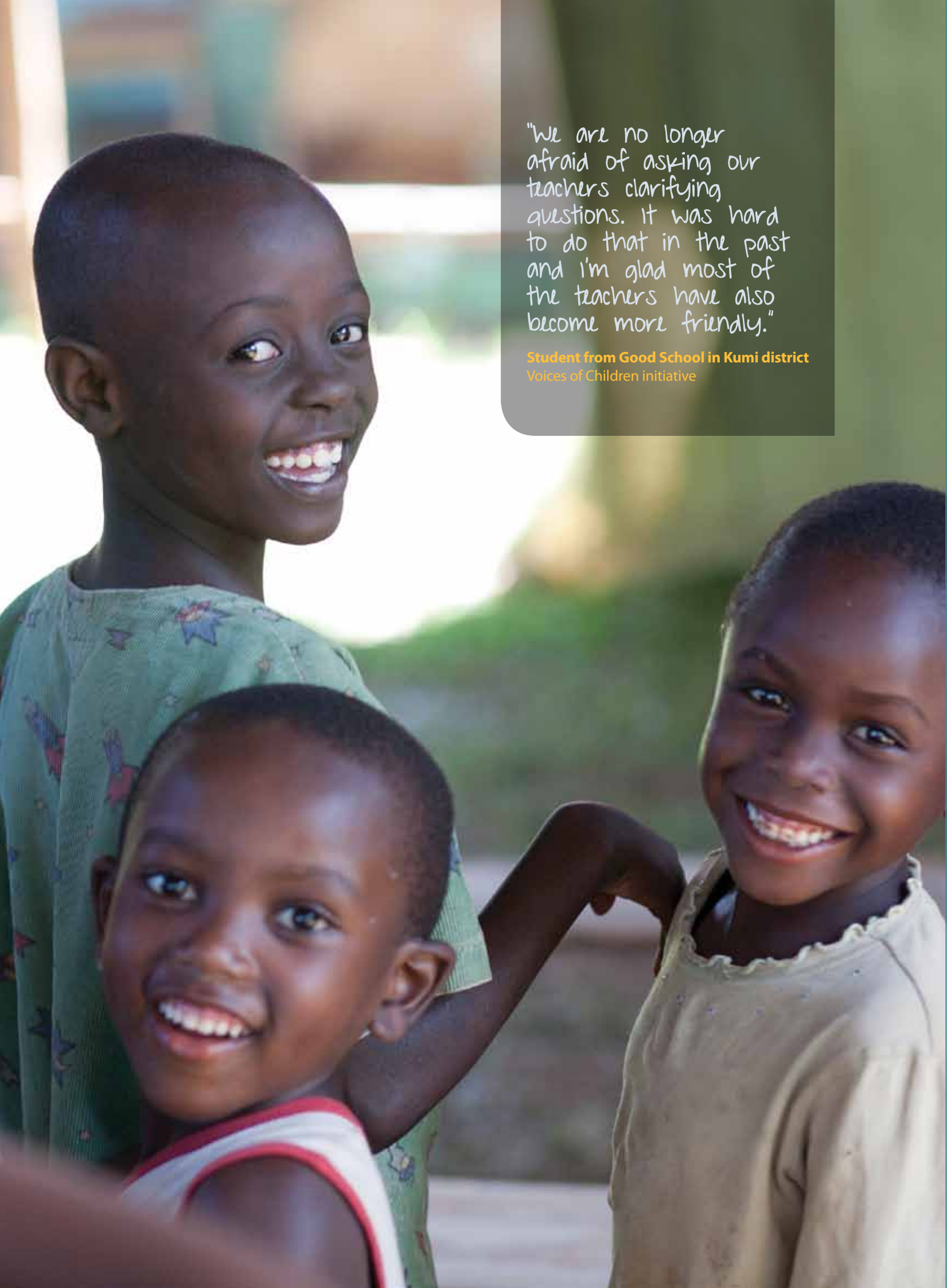
*The results of both evaluations indicated that Raising Voices produces high quality work that furthers the field of violence prevention and is highly valued by others.*

2011 was a year of uncertainty as well as hope. Amidst the anxiety and volatility in Uganda lived ample examples of resilience, ingenuity and pragmatism. With staggering inflation and a currency depreciating by the day, Ugandans continued to assert their spirit of enterprise. In the second half of the year, one would have found it hard to connect with the events of the first six months. Such a disjuncture is perhaps what enables most people to maintain a semblance of optimism within an environment of unpredictable challenges. This optimism, determination and commitment to violence prevention allowed Raising Voices to flourish and even late in the year be recognized by a group of experts at Philanthropedia as one of the top 13 organizations worldwide working on violence against women. It is with humility and conviction that we share our progress and move forward into the new year. ■



The year was set against a backdrop of political turbulence and economic instability in Uganda, followed by eventual calm and renewed optimism





"We are no longer afraid of asking our teachers clarifying questions. It was hard to do that in the past and I'm glad most of the teachers have also become more friendly."

Student from Good School in Kumi district  
Voices of Children initiative

# OPERATIONAL CLIMATE

2011 was an election year in Uganda and brought with it the complexities of operating in a volatile environment. All public gatherings required written permits from police and such requests were often summarily denied or viewed with suspicion. Communities became mired in political debate and neighbors with conflicting views grew adversarial. The most influential decision makers were preoccupied with political campaigning and did not engage, therefore, with issues they did not believe would directly affect voting patterns. Inevitably, this slowed down community-based activities and advocacy on longer term issues.

The situation became even more complicated in the aftermath of the disputed election with the subsequent "Walk to Work" protests and "Hoot and Ride" campaign. The country existed in a state of unpredictable unrest, with frequent eruption of riots and heavy military presence. Our concern for the personal safety of staff, community activists and their families grew intensely. Staff members were unsure whether they would be able to come to work the following day and whether their children were safe at school. This high level of anxiety and vigilance detracted energy and capacity from the work at hand. Organizationally, we invested substantial efforts into developing a safety and evacuation plan, stocking emergency supplies, and putting in place contingency measures.

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In the second half of the year, as the political climate returned to some measure of normalcy, the global rise in oil prices and consequent currency speculation led to a sharp spike in inflation, reaching a shocking 30%. As an organization, we were somewhat insulated from the steep rise in inflation. However, we did find ourselves in the unusual situation of grants fluctuating remarkably in value based on when they were disbursed. Grants that arrived between January and March 2011 registered at 20% less value in Ugandan Shillings than grants that arrived in July or later of the same year.

The second half of the year brought signs of hope as the 9th Parliament began to assert its political mandate. High profile politicians were held to account and their financial dealings scrutinized in public enquiries. A former Vice President was arrested and several high ranking individuals, including a Minister within the Government, were forced to resign in disgrace. While no one believes that this means an absolute end to corruption, the psychological tremors felt in the higher echelons of power may mitigate, to some extent, what once appeared to be a climate of impunity. It is in this climate that we executed our work in 2011. In the following pages, we explain how these events influenced our programming and impact throughout the year. ■



# ORGANIZATIONAL CONTEXT

**2011** was the final year of Raising Voices' four-year Strategic Plan. As a result, staff spent considerable time reflecting and reviewing the organization's past efforts and progress. We aimed to learn from our experiences and develop fresh ideas which would set the direction of Raising Voices' next Strategic Plan. To this end, we engaged in two major externally facilitated evaluations—that of Raising Voices and that of the GBV Prevention Network—as well as several programmatic reflection processes. The insights and recommendations from these evaluations have and will continue to guide our way forward, both as an organization and a coordinating body for the Network. The "Monitoring Progress and Impact" section of this report highlights the relevant findings from these processes.

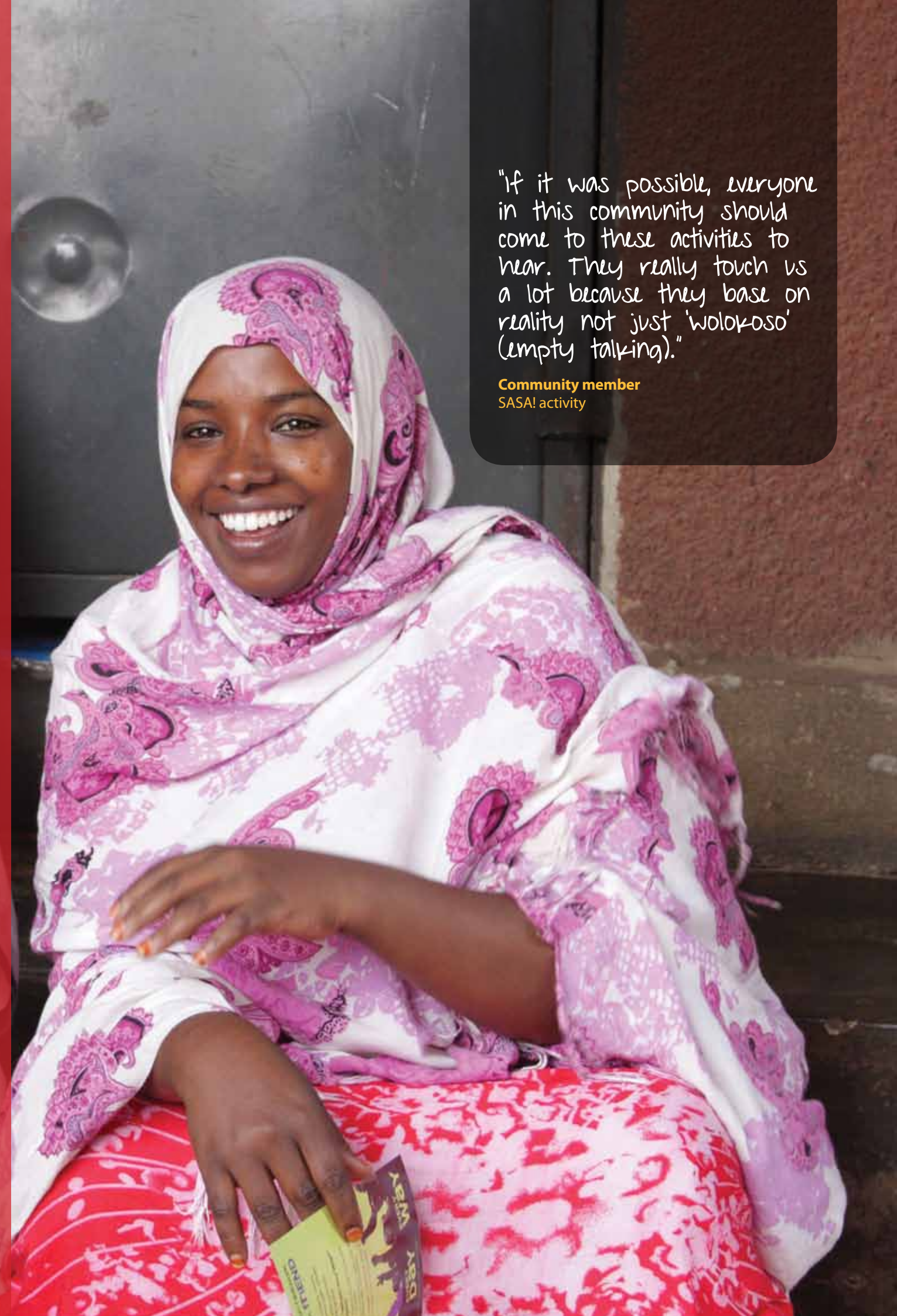
In 2011, Raising Voices also made important changes to our staffing structure. We added an additional level of senior staff positions, to eventually comprise a new management team. This change emerged as one of the major recommendations of the external evaluation. We were delighted to successfully recruit talented staff for two of the three positions: a Violence Against Women Program Coordinator who began in July and Operations Coordinator to begin in January 2012. A similar drive for the third position, Violence Against Children Program Coordinator is underway. The addition of new leadership has been a great asset to the team and has created a new layer of support and management within specific departments and for the organization as a whole. These positions are essential for enabling the Co-Directors to focus more on strategy and new program areas at Raising Voices. In 2012, we hope to have all three Coordinators in place and to fully activate the new management team.

In 2011, we also recruited a Program Officer for the GBV Prevention Network, two Program

Assistants for the VAC team, and a Senior Program Officer to work with both the VAW and VAC teams on documentation. Enhancing our human resources is making our teams stronger and strengthening our organizational capacity and outreach.

Our budgets grew steadily in 2011 and our donor base remains strong. Nine long-term donors continued to invest in our work. Combining this with four collaborative partnerships and income from unrestricted sources offered us versatility and freedom to act on creative ideas. Our income grew by almost 20% and our expenditure by more than 30% in 2011. Our ability to manage the resources also continues to grow.

At year's end, we harnessed all of the lessons learned, reflections and feedback from the multiple review processes and fed them into a Strategic Planning retreat with all Raising Voices staff. This was the first time that Raising Voices had so many staff members to contribute to this important process. In this space, we challenged staff to ask difficult questions about their work and to envision a creative way forward for the next four years. The synthesis of the Strategic Planning process together with feedback from our Board of Directors and other key advisors now serve as the basis for our 2012-2015 Strategic Plan. ■



"If it was possible, everyone in this community should come to these activities to hear. They really touch us a lot because they base on reality not just 'wokokoso' (empty talking)."

**Community member**  
SASA! activity



# RESULTS

**Objective One: To initiate and foster a discourse on violence against women and children.**

## The GBV Prevention Network

2011 was a year of new approaches and special projects for the GBV Prevention Network. The Network continued to grow in size (from 348 to 424 members in 2011) and diversity. The external evaluation provided an excellent opportunity to reflect on its methods, and its impact in order to strengthen the work. We put our most creative feet forward in communicating with members, invested in building skills, developed new resources, and focused on building a movement of rights-based practitioners.

### Key Initiatives:

- **Evaluation:** The GBV Prevention Network undertook an external evaluation from January to March 2011 that reflected the views of a significant number of members. 206 members and strategic partners participated through 186 online surveys and 20 in-depth interviews. Overall, the results of the evaluation were very positive, with members reporting that the Network adds significant value to their work and is helping to shape the discourse around VAW prevention in the region. The evaluation also identified areas of weakness and opportunities for growth. The evaluation offered a springboard for new ideas and solidified the niche of the Network as an important platform for exchange and source for quality campaign materials for members. Raising Voices shared the evaluation results with all Network members in Issue 17 of the Network's newsletter, Perspectives on Prevention, and at numerous face-to-face gatherings. We are

already using the results to inform the way forward for the Network. For more information about the evaluation results see page 32.



- **Adaptation of the In Her Shoes Toolkit for Reflecting on Violence Against Women in Sub-Saharan Africa:** Raising Voices led a collaborative process with 23 members from around the continent to adapt In Her Shoes methodology to the sub-Saharan African context. In Her Shoes<sup>1</sup> is an interactive, educational tool which raises awareness about the day-to-day reality for women experiencing violence and encourages activism among service providers and community members. By 'walking in the shoes' of survivors, participants gain powerful insight into the many obstacles women face as a result of violence. The Network adapted In Her Shoes using story lines representing the diverse experiences of sub-Saharan African women. It was an arduous project which

1. In Her Shoes was originally developed by the Washington State Coalition on Domestic Violence in 2000 then adapted for the Latin American context by Intercambios in 2006.

required significantly greater investment of time and resources than anticipated. The process included a story development workshop in Kampala for 23 members, drafting stories, receiving extensive feedback from members on the stories, revising, editing, designing, and printing the kit. In October 2011, we reunited members for a dissemination workshop in Kampala. They felt deeply moved by the new Toolkit and confident that it would be a powerful tool for activism in their work.

- **Skills-Building Courses:** In 2011, the GBV Prevention Network offered two skills-building courses in response to the needs expressed by members:
  - The Communication Materials course took place in Kampala in April. Communication materials feature prominently in VAW programs around the region, yet many organizations struggle to produce materials which are rights-based, appropriate to their contexts and the issue, and have the intended impact. We, therefore, facilitated a hands-on 5-day workshop, focused on participants 'learning by doing' each step of the development of effective communication materials for VAW prevention. The course culminated with organizations producing their own communication materials, several of which they have printed for use in programs in their home countries. Twenty eight members and three strategic partners participated from 25 organizations in 13 countries. Participants received a take-home training module during the workshop and went

"When you engage with the exercises contained in the Get Moving! series, you can discover your strengths and weaknesses and know what you need to do to become a better person."

**Sindiswa Ngcongco**  
ADAPT South Africa

on to train 105 additional members.

- The Feminist Counseling course took place in Kampala in August 2011. The Network identified Kenya, Malawi, Tanzania and Uganda as focus countries for this training, from which 22 Network

members participated. Nisaa Institute for Women's Development, a Network member with extensive experience in feminist counseling in South Africa, facilitated the course. The training gave participants the opportunity to reflect upon how feminist ideals and principles influence their work as counselors. They also practiced counseling skills to improve their interactions with clients. The Network provided small funds to each country group to hold a follow-up process for practicing skills and discussing ways to improve collaboration in their home countries.

- **Continuation of the Get Moving! Process:** Get Moving! is the Network's movement-building initiative designed to foster a rights-based analysis of VAW and politicize the work of organizations in the region. Get Moving! is organized into six phases, each with a corresponding facilitator's guide and participant reader. In contrast to many initiatives that look outward to address the needs of others, Get Moving! provokes personal reflection about the values which underpin our

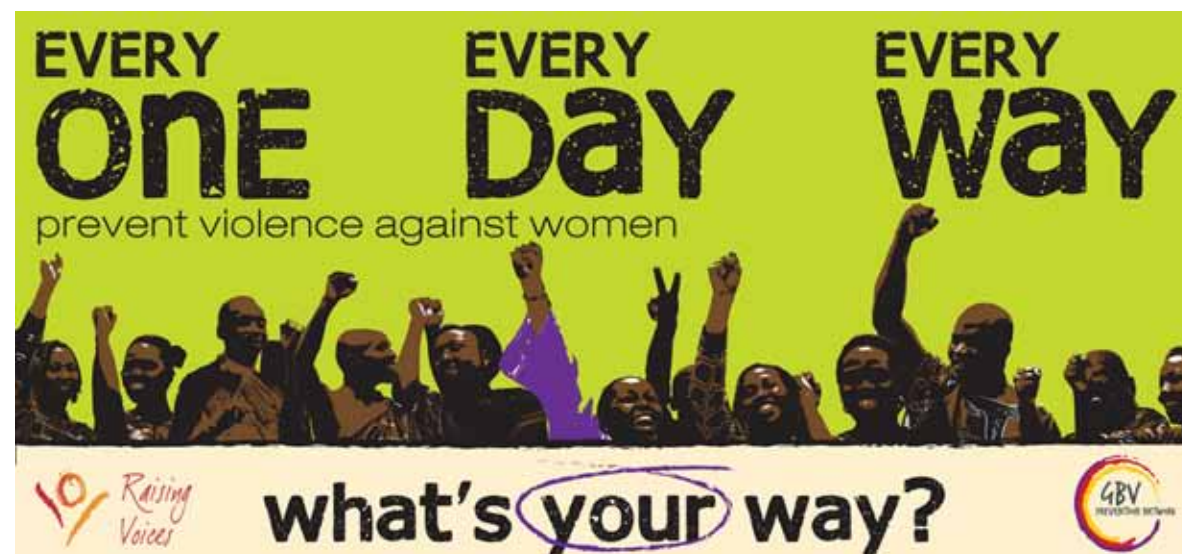


work and how we uphold them in our own relationships and organizations. It centers on the premise that working towards social justice must begin with ourselves. In 2011, we continued to work with a core group of 10 member organizations who receive extra support in facilitating Get Moving! within their organizations. All 10 organizations reunited for a two-day process in Kampala in September to share their experiences facilitating Get Moving! Overall, organizations found that Get Moving! has fundamentally changed the way in which they think about their work and their personal lives. One of the biggest challenges they have faced has been getting the organizational commitment necessary to complete Get Moving! as a core part of the organization's work and engaging their senior management meaningfully in the process. Experience taught us that organizations require more intensive follow-up and assistance in order to move fluidly through the phases and maintain momentum between sessions.

- **"Reloaded" 16 Days Campaign:** The Network gave some new twists to its annual 16 Days of Activism to Prevent Violence Against Women campaign in 2011. First, members

voted on the concept for this year's regional theme: "Everyone, Everyday, Everyway: Prevent Violence Against Women Your Way!" Second, the Coordinating Office decided to extend this year's campaign through International Women's Day on March 8, 2012 in order to foster sustained activism. The Coordinating Office continued our tradition of producing Action and Advocacy Kits filled with valuable resources to carry out the campaign.<sup>2</sup> To complement this, the Network ventured into the world of social media for violence prevention by launching a new Facebook page. We used the Facebook page as a platform for running an on-line essay competition- "What's Your Way?" related to this year's theme. Approximately 200 'friends' access the page weekly and the forum has proved to be interactive since its launch. Finally, we chose a Special Action Team of 10 member organizations from a pool of applicants to increase the visibility of the Network during the campaign and promote cohesion amongst member activ-

2. This year's Action and Advocacy Kits included PVC banners for marches and events, posters, community conversations guides, a guide for making a public mural, "Quick Chat" guides, t-shirt designs, an internal organizational advocacy letter, flyers promoting the Network Facebook page and the "What's Your Way?" competition, stickers and purple ribbons.



"Reloaded" 16 Days Campaign



ists. The Special Action Team received extra materials in their Kits and a small sub-grant to facilitate their activities. The feedback from the members continued to reinforce the value of the 16 Days Campaign as one of the Network's hallmark initiatives.

- **Cross Regional Exchange:** The Network continued to strengthen cross-regional linkages with Partners for Prevention in Asia and Intercambios in Latin America. In 2010, the three Networks had identified the common challenges of monitoring the impact of regional networks and further articulating the unique role regional networks can play compared to global or national networks for violence prevention. As a result, the three Networks explored existing frameworks and new ideas for improving monitoring and evaluation of regional Networks and developed a think-piece on this subject. Intercambios and Partners for Prevention also participated in the Communication Materials course (above) and have expressed serious interest in running the full course within their regions in 2012.

- **Regional Forums and Face-to-Face Meet-Ups:** The Network works hard to maintain active presence at key regional events in the field and create opportunities for face-to-face interactions between members. In 2011, the Sexual Violence Research Initiative (SVRI) invited members of the Network's Thematic Working Group on Research and Monitoring and Evaluation to present their work at the global SVRI Forum in Cape Town in October, which received excellent feedback from participants. We took

advantage of the wide presence of members at this event to organize a Member Meet-Up in Cape Town, attended by 20 members. We also organized three Speaker Events in 2011- in Tanzania, Zimbabwe and Uganda- where members had the opportunity to connect and learn about initiatives in other countries. Their feedback indicates that these face-to-face interactions make them "feel energized" and offer valuable opportunities for learning new ideas.

## Challenges

In order to sustain momentum for the Get Moving! process, we realized that partners require substantial and technical assistance. This was not built into the original design of the Get Moving! process. In 2012, we will finalize the official partnership with the core group of 10 organizations and look for ways to support a wider audience for the Get Moving! initiative.

Although the Network has seen increased responsiveness from members this year (as indicated above) meaningful participation and leadership remains a challenge. Activities such as 16 Days campaign have a member reporting rate below 60%. More than numbers, this indicates the difficulty in fostering ownership and accountability for a diverse and diffuse Network.

The In Her Shoes adaptation turned out to be a longer and more labor-intensive process than we had planned. We recruited a story writer but realized that much more extensive technical experience on violence against women was required. This meant we had to take on the writing of the stories in-house. The story-writing process for this piece was quite complex and added several months of additional work to the Network. We, therefore,



had to double our efforts to produce a quality kit without sacrificing other work. Due to the complex nature of the work, printing the kit was also a logistical challenge but was completed successfully by the end of 2011. In 2011, the GBV Prevention Network took on a number of "special projects," which added great value to Network members, but meant substantially more work for the Coordinating Office. However, staff responded well to the challenge, and both the programs and materials developed matched the high standards of quality to which Network members are accustomed.

## Public Engagement Campaign

In 2011, the VAC department began to move the public engagement campaign from promoting discourse to influencing action. Using multimedia infomercials and programs, the Community Heroes and SMS campaigns, and community activism activities, we worked to inspire and celebrate activism amongst individuals, recognizing that individual actions can create a collective change. 2011 also saw Raising Voices gaining greater recognition as a pioneering organization in developing and implementing multimedia programs that help influence relationships between adults and children. We were honored with international and local awards for our work including the prestigious Communication for Social Change Award from the University of Queensland in Australia and Nambi Initiative award in Uganda.



## Key Initiatives:

- **Media Campaign:** This year, we continued to emphasize triangulation in our media campaign, i.e., maximizing the impact of outreach by posing similar ideas to the same target audience using multiple forms of media. At the same time, we evolved the content of our communication from promoting consciousness to inspiring action.
- **Newspaper Campaign:** Media research indicates that we have reached an estimated 2,000,000 Ugandans monthly with 430<sup>3</sup> communication materials printed in nine different newspapers and magazines. The pieces highlight various types of violence against children and provoke discussion on positive alternatives. Several of the news stories sparked off public dialogue and further media attention around VAC, particularly those on corporal punishment and sexual violence. The cartoon strips and handprints have helped to keep the issue of violence against children in the public eye, influencing individual reflection and perceptions of VAC.
- **Radio Campaign:** In 2011, we partnered with 19 radio stations in seven languages to reach a large audience, particularly in rural areas where newspapers and television are not widely available. Research es-

3. 430 newsprint items include two news stories, 13 features, 7 opinion pieces, 157 cartoon strips, 237 handprints and 14 adverts.

*"Raising Voices [has] enabled transformational change in some of the most marginalised and vulnerable communities through innovative communication processes and media."*

**Pradip Thomas**, Award Secretary Associate Professor, University of Queensland, Brisbane Australia



timates that we reached 12% of Uganda's population through radio in 2011, including daily adverts (2.2 million contacts) and weekly dramas and talk shows (1.4 million contacts) across radio stations. The talk shows created a forum for people from a range of backgrounds to participate and share their ideas about VAC, discuss what can be done to prevent it, and/or report cases of VAC in their communities.

- **Television Campaign:** Television continues to be a cornerstone of our VAC media campaign. In 2011, we presented visual testimonies of actions individuals can take to prevent VAC in order to inspire activism from others in the viewing audience. Collaborating with nine television stations, we reached up to 1.2 million contacts weekly using info spots (1,840), talk show features (51), and news items (16). Public viewers have given substantial feedback indicating that the TV campaign is effective in provoking thought and action around VAC.
- **SMS Campaign:** This year, we conducted a targeted SMS campaign to offer and receive ideas about how individuals can take action to prevent violence against children in their homes and communities. We built a database of relevant names and contacts and grew it by almost 300% by inviting individuals in our other activities to submit to us their contact information. We were, therefore, able to reach 1476 individuals by SMS with 13 ideas over seven weeks.
- **Influencing the Field:** Our media cam-

paign has helped to further the field of violence prevention by influencing the way other organizations address the issue. More than 20 community-based organizations (CBOs) have contacted us via e-mail, phone and personally to share testimonies of how our campaign has inspired their own work on preventing violence against children.

- **Community Heroes Competition:** In 2011, Raising Voices launched the "Community Heroes" competition, inviting people throughout Uganda to send in stories about individuals in their communities who have taken action to prevent violence against children. We received over 300 entries highlighting diverse actions from a cross-section of people. Entries featured such stories as adults rescuing children from violent situations, teachers talking to others about the consequences of corporal punishment, and children leading others to the police station to report cases of violence (see Hassan's Story). We announced 10 winners in Ugandan newspapers, viewed by over 10,000 readers, and honored them at a special ceremony. The Assistant Commissioner for Youth and Children attended the awards ceremony as the Chief Guest and in his remarks, reiterated that the Government of Uganda has prohibited corporal punishment. His speech sparked several journalists to write a series of articles about corporal punishment and violence against children in leading newspapers.

- **Footprint Campaign:** This initiative proved to be one of the most popular activities of the year. We posted over 2700 Footprint stickers in strategic public spaces, challenging an estimated 100,000 people to reflect upon their relationships with children. We





## Community Hero

**Hassan Makumbi, 10 years old of the Kampala suburb of Kaleerwe, witnessed** a seven year old girl suffering abuse at the hands of her step-mother. Almost every night, the girl's step-mother beat her severely for things as little as forgetting to remove the clothes off the line when evening came. She denied the girl food and made her sleep outside. The neighbors knew about the violence but did not intervene, fearing backlash from the girl's father. One night, when Hassan saw the girl forced to sleep outside again, this time in the heavy rains, he decided it was time to take action. In the morning, Hassan took the girl by the hand and led her to the Kaleerwe police post to report her case of violence. The police summoned both the girl's father and step-mother and opened a case of child abuse against them. They contacted the girl's biological mother who came and took the child to live with her. A community member nominated Hassan to be a Community Hero, as part of Raising Voices' Community Heroes campaign. Local media picked up the story for both newspapers and television, spreading Hassan's tale throughout Uganda to inspire others to take action against violence against children.

engaged in a unique partnership with the Uganda Taxi Operators and Drivers Association (UTODA) to place the Footprints on public transport vehicles throughout the central region. We have received a tremendous amount of feedback from the public in response to the campaign and sparked so much public dialogue that we had to reprint the stickers twice to keep up with demand.



- **Production of Films and Documentaries:** We produced five films and one documentary this year about the issue of violence against children. We engaged over 60 people in the production process, including adults and children, many of whom made public statements about violence against children. During the making of the documentary *Masindi Speaks*, District officials in Masindi publicly committed to take specific actions to prevent violence against children in their District. We launched the films by hosting a cinema premier (as part of the Human Rights Film Festival in Uganda), one public opening event and 40 video hall screening for a total of 3,513 viewers (1,762

men; 560 women; 841 boys and 350 girls).

- **Journalists' Seminar:** At the national level, Raising Voices worked to improve the quality of media coverage and investigations of violence against children by training journalists and talk-show hosts. We conducted two seminars for 19 radio journalists to help them better understand the issue of violence against children, encourage them to devote time and resources to discussing it in the media, motivate them to investigate cases, and assist them in reporting about the issue ethically and responsibly. Journalists are now reaching out to us for support in investigating and reporting about cases and have been more responsible in how they present these in the media.
- **Community Events:** Local activism is the cornerstone of long-term behavior change. To promote activism at community level, we supported 22 large-scale community events and 10 school-based events provoking dialogue and ideas for preventing violence against children. These events engaged men, women, and youth and often saw immediate results. In Masindi District, for example, local authorities began to investigate and respond to cases of VAC reported to them. Newspapers and radios covered these community events, thereby broadening their impact.
- **Urgent Action Case Referrals:** Given the wide reach of the public engagement campaign, many people contact Raising Voices directly to report cases of violence against children. We have trained staff to take immediate action and make appropriate referrals to relevant service providers. We responded to 185 urgent action cases of violence against children this year. The growing number of reported cases indicates growing awareness and activism amongst community members.



## Challenges

After four years of implementing this nation-wide campaign, it is critical to evaluate the impact of the work, not just in numbers and individual responses but in the effect it is having on individuals' choices. We struggled to find a credible agency to evaluate the media campaign given the complexity of the campaign. Eventually we signed a contract with Synovate, a credible international media research company with an office in Uganda, who commenced work in late 2011, to be completed early in 2012.

The sharp increase in the price of commodities following the presidential elections in February 2011 posed another challenge to our

media program. As fuel prices went up, this caused a sharp spike in prices of commodities and services. The problem was confounded by the power crisis that hit the country mid-year, leaving many media houses without electricity and necessitating their use of costly generators. These factors made it difficult to negotiate affordable partnerships with media houses as their costs of broadcasting and printing had increased tremendously and suddenly. In some cases, we were unable to renew partnerships with key media outlets, such as NTV. In other cases, such as Mega FM, negotiations took a long time to finalize. Nevertheless, given the success of the media campaign, many media houses expressed interest in working with Raising Voices and we were able to negotiate new partnerships across Uganda including TV West, Step TV and WBS TV. ■

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

### SASA! Monitoring and Evaluation

2011 saw us preparing extensively for the comprehensive SASA! study, the first impact evaluation of the SASA! methodology. We made significant achievements in designing the survey tool, integrating qualitative data, recruiting a research team and making all necessary arrangements. We also continued intensive support to CEDOVIP in monitoring their implementation of SASA! as they shifted from the Support to Action phase. We reviewed and analyzed the data in a timely manner and used the results to inform our activities and better meet the needs of the community.

### Key Initiatives:

- **The SASA! randomized controlled trial in Kampala:** Due to the disturbances prior to the election and post-election violence and unrest in Kampala, we made the strategic decision to postpone the SASA! study originally planned for September 2011 to early 2012. However, we made considerable effort with our partners, London School of Hygiene and Tropical Medicine (LSHTM) and CEDOVIP, to prepare for the 2012 data collection. Together, we spent intense hours developing the follow-up survey (including pre-testing, translating, back-translating, revising and refining), recruiting 38 enumerators for the study team, making detailed logistical arrangements, recruiting 12 mappers who mapped all 92 enumeration areas for the survey, and holding numerous Skype

meetings in addition to one in-person SASA! study process in Kampala. LSHTM staff made periodic and extended trips to Kampala this year to coordinate and support this process. A qualitative researcher from LSHTM also joined the Raising Voices team in July 2011 and is based with us full time. Staff began qualitative work immediately, conducting in-depth interviews and focus groups. This piece has already added significantly to program implementation as well as survey development.

- **Technical support for SASA! in Kampala:** We continued to provide intensive technical assistance to our long-time partner CEDOVIP as they moved into year three of SASA! implementation in Kampala. Support came in the form of weekly meetings, ongoing communication, planning, monitoring and feedback sessions. At the community level, CEDOVIP and Raising Voices staff continued to support community-based activists in conducting activities.
- **Programmatic Monitoring of SASA!:** In 2011, we continued rigorous monitoring of CEDOVIP's SASA! activities in Kampala, with Community Activists (CAs) and staff demonstrating greater competence in collecting and analyzing data, as well as using the results to shape program decisions. Raising Voices developed new iterations of SASA! monitoring tools in the first quarter of the year which are now at their strongest point. We used the new forms to track program outcomes through daily program monitoring visits to 25 systematically sampled activities per month. After analyzing this data, we





shared the results in monthly feedback sessions with staff and quarterly sessions with CAs in order to strategically inform *SASA!* programming. Sharing monitoring data with CAs led to an invaluable growth in mutual trust and respect between staff and CAs. CAs felt comfortable to express areas where they would like more support which allowed program staff to tailor their CA trainings, mentoring and meetings in a way that better addresses their needs.

- **Rapid Assessment Survey (RAS):** In 2011, we worked cooperatively with CEDOVIP to conduct the final Rapid Assessment Survey to assess knowledge, attitude, skills and behaviors in intervention and control communities before moving into the Action phase of *SASA!* This survey revealed statistically significant positive shifts in attitudes amongst men and women in intervention communities. Shifts were most apparent in the attitudes about acceptability of violence, with an increase in men and women who believe that violence is not acceptable and that it has grave consequences on women, children, families and the community. The RAS also showed positive shifts in the intervention communities in collective efficacy and disclosure of violence. Both men and women in the intervention communities shifted consistently more in their knowledge and attitudes than community members in the control communities.

## Challenges

The election and post-election period in Uganda, including the “Walk to Work” and “Hoot and Ride” campaigns, were marred with violence, which significantly slowed down, and at times halted *SASA!* implementation and monitoring. As the attention of community

members shifted to politics, the atmosphere became heavily militarized and tense, and fear grew amongst staff and activists. Serious safety concerns prevented the *SASA!* team from reaching out to community members.

As always, Raising Voices and CEDOVIP prioritized the security and wellbeing of staff and activists in all of our programmatic decision-making. As a result, CEDOVIP and national partners involved in the *SASA!* roll-out lost a great deal of time for activities during this period. Delays in *SASA!* implementation also caused delays in the *SASA!* study. We had originally planned to complete the study in 2011, yet given the loss of time for activities, had to postpone the study until 2012.

Developing the tools for the *SASA!* study and putting all of the necessary systems in place to begin in 2012, was a longer and more arduous process than anticipated. Staff worked extremely hard to write and test questions for the survey voiced in colloquial Luganda, which would make sense to community members and capture the meaning of what needed to be asked. This required innumerable rounds of discussion, writing, translation, field testing, feedback, and revision. In the end, we feel that a quality and rigorous evaluation tool emerged. Working in collaboration with a reputable research institution has also posed its challenges as well as benefits.

At times, the academic and NGO objectives seemed to diverge, requiring extra effort to maintain mutual understanding and progress. It was challenging to manage meaningful communication across time zones and fields, a constructive feedback loop, team dynamics, and conceptual differences. Ultimately, the team rose above the challenges and are well-prepared to conduct the study in 2012.

## Good School Toolkit

In 2011, Raising Voices revised the Good School Toolkit, following nearly three years of implementing it and collecting experiences and feedback from more than 50 schools. The feedback was overwhelmingly positive, with most schools acknowledging that the Kit was instrumental in creating a school-wide process of reflection on how to create better schools. Raising Voices used these recommendations to create the Second Edition of the Good School Toolkit this year which is simpler and more user-friendly. The revised Toolkit has been finalized, printed and is ready for distribution starting with 1,000 schools in 2012.

### Key Initiatives:

- **Core Pilot Schools Assessments:** This year we assessed the progress of the first seven pilot schools that have been using the Toolkit for at least 18 months. The assessment showed that most pilot schools understand and are sustaining well the use of the Toolkit. They have put in place infrastructure required for maintaining their achievements such as active Good School Committees and child friendly policies. The administrations of these schools have become more responsive to children's needs and voices. These schools now act as model schools where those schools evaluating the application of Toolkit can the ideas in action.

- **Development of the Good School Database:** This year, we developed a data collection system that systematically captures basic information about all schools and institutions using the Good School Toolkit in order to accurately track the number of children, teachers, education officers and others the program is reaching. This database will also help us to communicate effectively with schools and partners, monitor progress and support peer-led learning.

- **Evaluation and Continued Collaboration with Plan International, Kamuli:** In 2011, we collaborated on an independent evaluation conducted of the 18-month cooperation between Plan International (GBV/ Learn Without Fear project) and our Good School program in 70 schools in Kamuli District. The evaluation report shows tremendous improvements in learning environments at these schools. Most schools demonstrated active Children's Courts, Anti-Violence Councils, clear disciplining policies and learners who were actively participating. In one school, a 14-year old female student headed her school's first ever Children's Court and became one of four finalists in the Global Children Peace Awards, beating out 98 other nominees from 42 countries. Motivated by the Kamuli experiment, we entered into a five-year partnership with Plan International, in the hopes of replicating the results in four other districts in Uganda.

- **Preparations for Good School Toolkit Baseline study:** Raising Voices is preparing to undertake a comprehensive research study in order to determine the impact of the Good School Toolkit. The study will examine the Toolkit's efficacy in preventing violence against children and its effects on non-conventional learning outcomes such as critical thinking, problem solving, participation and children's confidence. The study





is designed as a randomized controlled trial to take place in 48 schools in Luweero District. We have secured funding from the Hewlett Foundation, identified a collaborating partner to help implement the study, and obtained permission from the National Council for Science and Technology to undertake the study. Unfortunately, setbacks beyond our control prevented us from commencing the study in 2011 (see Challenges section). However, we have put new plans in place to begin the study in 2012.

#### • Regional Engagements

- **The Nairobi City Education/UN Habitat Safe Schools Initiative:** The Nairobi City Council Education Department identified the Good School Toolkit as a good practice with potential of being scaled up in Nairobi, in collaboration with the UN Habitat for Humanity Safer Cities Program. One staff member and one Resource Person (see Objective 3 below) traveled to Nairobi to conduct an introductory training for 30 City Council Education Officers and 40 selected Protagonist teachers. The group selected two schools to act as pilot centers for the Good School Toolkit in the first year with a view to replicating it in 200 other schools in the long run. We are working closely with partners to monitor the progress of these schools and exploring further possible areas of collaboration.
- **Twaweza:** Raising Voices signed an agreement with Twaweza to distribute materials that articulate key ideas contained in the Good School Toolkit. More than 800,000 copies of the booklets, 100,000 posters and 50,000 copies of the Teachers Companion will be distributed to schools in Uganda. In 2012, this agreement will be extended to develop other ways of disseminating these ideas at scale.

## Challenges

While it is exciting to see the Good School Toolkit sparking so much interest in schools around Uganda, it has been a challenge to meet the demand for the Toolkit with meaningful support. Recruiting the mobile team of Resource Persons has proven to be an excellent way to face this challenge. However, this also requires significant investment of time and resources.

Given the high level of competencies needed to provide quality TA, it is necessary to continually invest in capacity-building for resource persons. Resource persons also carry the organizational identity and reputation of Raising Voices with them into all of their engagements, thus must confidently uphold the values and quality of the organization at all times. In 2012, we intend to strengthen support to Resource Persons, using targeted interventions to enhance their skills.

The Good School team spent a great deal of time planning and preparing for the Baseline study planned for 2011. Preparations included securing permissions from relevant authorities, identifying a competent research firm, negotiating agreements with key partners, mapping Luweero schools, recruiting a new staff member, and making preliminary contacts with a variety of local government Education Officers. Unfortunately, it was realized at a fairly late stage that there was a serious methodological flaw in the design and we had to postpone the exercise until 2012. This was a major setback not just in time and effort, but because of the backtracking we had to do on prior commitments, thereby risking our reputation and partnerships.

Finally, partnerships with all their benefits can also bring challenges. Raising Voices works hard to clearly define areas of our core competence and outline what we can and cannot offer meaningfully to a partnership. At times, however, we have found partner's expectations to shift considerably from the original terms. They have expected much more from us in relation to actual implementation of their programs, which has been taxing on staff. ■

"This is to reassure you that the ministry of Education and Sports is committed to prohibiting corporal punishment in schools and that the ministry ban on this vice still stands. We are open to working with your coalition and please engage us in all the activities you plan to undertake."

**Dr. Yusuf K. Nsubuga**, Director of Secondary Education, regarding the Coalition against Corporal Punishment initiative





### Objective 3: To strengthen capacity of key stakeholders to prevent violence against women and children.

#### SASA! Regional and National Roll Out

Two years into the SASA! national and regional rollout, it has become clear that SASA! is fundamentally changing the violence prevention work of partners and that the methodology is beginning to acquire a global reach. Raising Voices continued to provide intensive technical assistance to five organizations in the region and to CEDOVIP, who in turn provided technical assistance to eight national partners within Uganda this year.<sup>4</sup> In 2011 we greatly expanded our technical assistance, providing training or technical support for approximately 75 organizations throughout Africa and as far as Haiti and Mongolia. The high demand for SASA! in such a variety of places has forced us to think critically about how we evolve our technical assistance program to meet the need and maintain our standard of quality.

#### Key Initiatives:

- **Intensive TA to Regional Partners:** Year 2 of the SASA! roll out saw all partners transitioning into the Awareness phase of SASA! We continued to provide structured technical assistance to regional SASA! partners tailored to their specific situations. Our staff

used TA tracking logs to ensure mutual understanding and adequate follow-up of key issues. We were also pleased to take on one new partner in Tanzania this year, Kivulini Women's Rights Organization, who quickly got up to speed learning the SASA! approach. The following activities form the core components of the SASA! technical assistance package:

- **SASA! Training Workshops and Learning Center (LC) Visits:** In collaboration with CEDOVIP, we conducted two SASA! training workshops with 16 regional participants and 23 national participants and six Learning Center visits for 82 colleagues in 2011. Trainings and LC visits focused on building practical skills for partners to implement Awareness phase activities, build relationships with CAs and effectively use the SASA! monitoring and evaluation tools.
- **TA Visits:** In 2011, Raising Voices conducted five onsite TA visits (one to each regional partner). CEDOVIP also conducted eight onsite TA visits to national partners. TA visits provided the valuable opportunity to build mutual understanding of the context-specific needs of each partner and identify viable recommendations for moving forward. Raising Voices

and CEDOVIP staff clearly documented findings and recommendations from each visit and discussed them with partners.

- **Monthly Phone Calls and Ongoing Email Communication:** Staff communicated regularly with partners, including at least one monthly phone call with a structured agenda and documented notes. Frequent communication with partners resulted in better collaboration and greater support for addressing challenges.
- **Tracking Progress and Monitoring Results:** Our staff documented the observations, learning, action points and recommendations from the various TA processes using TA tracking logs, LC and TA trip reports, and email communication. In this way we were able to systematically monitor our support to partners as well as their progress on key issues. Over the course of this year, we noted some critical improvements in SASA! programming amongst partners:
  - Partner staff and CAs are demonstrating strong community mobilization skills. They are competently engaging community members using the various activities appropriate to the SASA! phase. Partners have developed a strong analysis of violence against women and its links with HIV; they can explain why men's power over women is the root cause of VAW as well as the links between VAW and HIV to a range of audiences.

- Partners have found creative and effective ways to adapt SASA! to their unique contexts. The benefits of SASA! are reaching beyond

the workplace for staff of Raising Voices and partners. Many staff have reported that the focus on power has helped them to reflect on their personal relationships and is changing the way they use their power both at work and at home. This shift in staff attitudes and behaviors is essential to transforming social norms; we must begin the process of change by looking within ourselves rather than at others.

- **Expanded Technical Assistance to Additional Organizations:** This year alone, we received requests to support close to 75 additional organizations to use SASA!, from within and outside of this region. In response to the growing demand, we organized a 5-day ToT in July in Kampala for 16 organizations in the region to better understand the SASA! approach and start implementing it in their respective countries. We designed a rigorous application process aimed at identifying those organizations with the institutional commitment and capacity necessary to meaningfully implement SASA!. Since the training, we have provided remote TA to six participating organizations who have taken up SASA! in a substantial way. Several of them have independently secured funding for SASA! programming, an important expression of commitment and ownership.

Raising Voices has been careful to avoid one-off processes and responded strategically to specific requests from organizations and groups who demonstrate clear vision of longer term goals. Accordingly, we have entered into a two-year partnership with IRC Uganda and a one-year partnership with UNFPA and its 27 NGO partners working on a joint GBV program in Uganda. Similarly, we trained 20 partners within the President's Emergency

4. Regional partners include CARE (Burundi), Coalition on Violence Against Women (COVAW), International Rescue Committee (IRC-Ethiopia, Kivulini Women's Rights Organization (Tanzania), Women Against Rape (Botswana); National partners include American Refugee Council (ARC), CESVI, Lira Women & Children Development Initiative Transit Shelter (LIWRCD), Oxfam, Soroti Catholic Diocese, Uganda Muslim Supreme Council (UMSC), Uganda National Health Users/Consumers' Organization (UHNCO), and the Uganda Network on Law, Ethics and HIV (UGANET)







Plan for AIDS Relief (PEPFAR) in Tanzania to whom we anticipate giving further support in 2012. We also hosted a Learning Center visit and follow-up support to a team of CBOs, NGOs, and police from South Sudan who are working collectively to improve VAW prevention efforts in their region. Each of these additional support processes required significant investment of organizational time and resources and sparked new ideas for *SASA!* TA in coming years.

## Challenges

Regional and national partners have struggled to systematically collect and analyze data utilizing the *SASA!* M&E tools. Although the tools are designed specifically for activist organizations and we dedicated significant time to helping partners understand and practice the M&E tools, they still found it challenging to integrate M&E into their program implementation. In 2012, we will spend time determining the specific obstacles to each organization using the M&E tools and create a targeted strategy for addressing them.

Some partner organizations have lost key *SASA!* staff and CAs, which has slowed down implementation. IRC Ethiopia, ARC, OXFAM, CESVI and COVAW have all experienced staff or CA turnover, largely due to external circumstances at various points in the year. Some organizations also suffered from lack of funding which led to temporary suspension of programming and loss of staff. This has meant considerable investment of TA time on orientating, training and building skills for new staff. We have discussed context-specific recommendations with each partner in order to help confront this issue in 2012.

## Good School Toolkit Roll-Out

Raising Voices believes strongly that capacity-building is more than workshops and training. Transforming knowledge, attitude and skills around violence prevention work requires various creative forms of support such as ongoing TA, onsite mentoring, peer-to-peer learning, and collaborative initiatives. To this end, the VAC department engaged in a number of successful capacity-building initiatives in 2011 for improving the quality of violence prevention work in Uganda.

### Key Initiatives:

- **Partnerships with NGOs:** In 2011 we provided technical assistance for implementing the Good School Toolkit to several new partner NGOs who maintain ongoing programs in Ugandan schools including Children of Grace (10 schools), Positive Planet (five schools), U.S. Peace Corps (five schools), and Crane Viva (40 schools). We continued our successful partnership with Plan International in more than 200 schools and decided to renew our collaboration for another five years.
- **Establishment of School Partnerships (Demonstration Centers) and Peer Learning Visits:** In order to spread ownership of ideas embodied in the Good School Toolkit and the processes it promotes, Raising Voices supported the three pilot schools to become “Demonstration Centers” within and beyond their localities. As Demonstration Centers, these schools are able to host other schools in the area to visit and learn practically about what it takes to create a Good School. Children’s Committees, teachers, and administrators all take part in the visits. In 2011, we organized seven exchange visits between schools, with a total of 100 teachers and 300 children benefitting from the sharing of ideas and experiences.



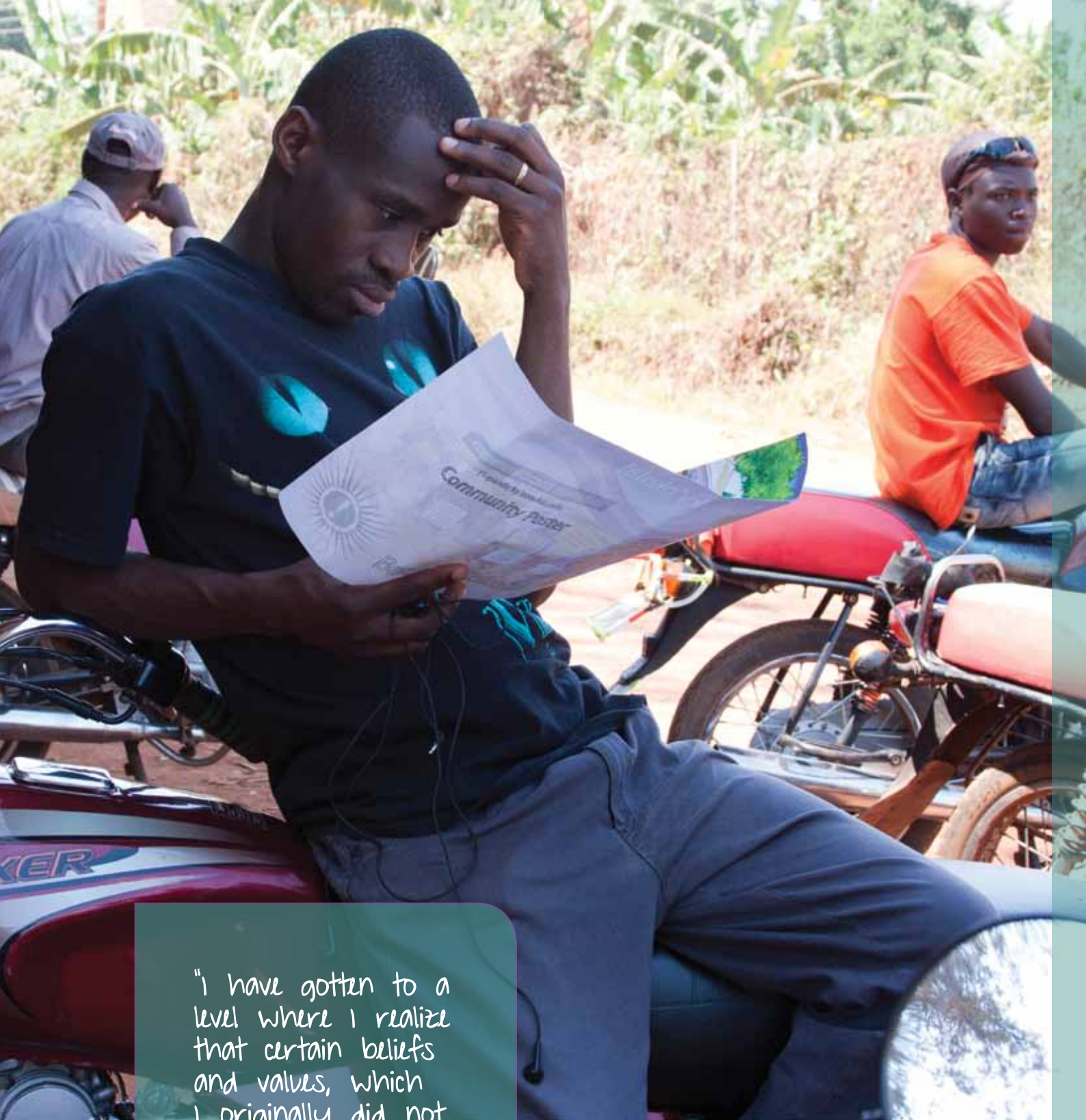
- **Building a Team of Mobile Resource Persons:** In response to the ever-growing demand for the Good School Toolkit, Raising Voices has identified and accredited a mobile team of 12 individuals with the necessary skills to provide TA to other schools and teachers. Nine of the resource persons are from pilot schools, indicating the program’s effectiveness and sustainability. Resource persons supported over 200 schools in addition to their own in 2011, including introductory trainings, action planning and onsite TA. Each resource person also conducted outreach to five schools within their localities (60 total) to introduce them to the Toolkit and how it can be used in their schools.
- **Cooperation with Teacher Training Colleges:** We recognize that in order to create safer schools for children, we must work with future teachers who will shape the learning environments in Uganda. Therefore, we expanded our cooperation with teacher

training colleges<sup>5</sup> this year. Our staff and Resource Persons made presentations to 1,000 student teachers from four core primary teacher training colleges prior to their placements in Ugandan schools. The VAC department plans to develop more consistent and coordinated mechanisms for working with colleges in 2012.

- **Capacity-building in Community Activism:** In collaboration with Bantwana Community Initiative, we offered capacity-building to nine community-based organizations in western Uganda to enhance their work on preventing violence against children. We provided training and follow-up visits to develop their skills in responding to VAC and improve the quality of education in their local schools, all within a human rights framework. The CBOs submitted action plans for their work going forward, including community dialogues and school events that were funded by Bantwana. ■

5. Ngora Primary Teachers College (PTC), Canon Lawrence, Bishop Wills, and Bushenyi Teachers College





"I have gotten to a level where I realize that certain beliefs and values, which I originally did not think about at all, are actually negative and can affect my work."

Maxwell Chungu,  
Get Moving! participant  
YWCA Zambia

**Objective Four: To engage in focused advocacy with key stakeholders to review, revise and create programs, practices and policies that prevent violence against women and children.**

### Advocacy

This year, the Violence Against Women department continued to focus our advocacy in Uganda on the cooperation with the Catholic Church of Uganda, Trocaire, and Irish Aid while participating in several national coalitions aimed at advancing women's and human rights in the country. Internationally, we participated deliberately in several key arenas for advancing the agenda of primary prevention and have laid the groundwork for important new advocacy initiatives such as male accountability to the women's movement. We provided strategic contributions on a wide range of programmatic, donor and academic publications and offered input into regional and global dialogues, all with the aim of influencing the discourse and practice of the field of violence against women prevention.

### Key Initiatives:

- **Strengthening of the Catholic Church of Uganda Campaign Against Domestic Violence:** We continued our involvement on the Steering Committee for the Catholic Church of Uganda for the third year. Building from the success of last year's campaign, we expanded our outreach to even more church leaders and community members in a larger number of local languages in 2011. The team designed the campaign materials around the Bible verse "Blessed are the peacemakers for they are the children of God." The campaign produced the following materials to be utilized by 25,000 churches

throughout the campaign: homily notes, Domestic Violence Training Pack based on the *SASA!* Activist Kit, 50,000 posters, 6 million prayer cards in 19 languages.

- **Active Involvement in Ugandan**

- Coalitions:** In Uganda, we continued to participate actively in the Domestic Violence Bill Coalition (DV Coalition), PEP Coalition, Human Rights and Constitutional Law Coalition, and GBV Reference Group of the Ministry of Gender. Following the passing of the Domestic Violence Bill into law in 2009, the DV Coalition focused its advocacy in 2011 on supporting the development of the implementation protocol which is necessary before the law comes into force. We made considerable progress and expect a final version to be completed early in 2012.

- **Regional and Global Advocacy:** In 2011, we participated in several regional and global forums, choosing strategically those which were essential for promoting our advocacy agenda of primary prevention, quality programming and male accountability. In 2011, we contributed meaningfully to the following regional and global forums: **1)** Akina Mama wa Afrika Regional Partners Meeting in Kampala to promote the importance of values-driven violence against women prevention through the Network's Get Moving! initiative; **2)** International Center for Research on Women's (ICRW) Regional Meeting in South Africa, to create an assessment tool on quality violence against women prevention; **3)** International working group on increasing male accountability to the women's movement; **4)** MenEngage Africa Network Regional Planning Meeting in Uganda, to influence Network planning by highlighting issues of male accountability and values-driven VAW prevention, **5)** Musasa Project's National GBV



Conference, “Putting GBV on the National Agenda” in Zimbabwe to help inspire national-level commitment to violence against women prevention by highlighting the strong work of the regional GBV Prevention Network; **6)** Partners for Prevention staff and partners meeting in Thailand to discuss key principles of community mobilization and movement building, sharing experiences across regions; **7)** Population Council’s Regional GBV Partners Meeting in Zambia, to discuss responsible male involvement in community mobilization efforts and effective monitoring of primary prevention; and **8)** Sexual Violence Research Initiative (SVRI) 2011 Forum in South Africa, to facilitate a workshop on new approaches for monitoring and assessing community mobilization.

- **Feedback and Review of Documents and Strategies:** Raising Voices contributed to, reviewed and assessed a variety of publications, strategies, work plans and documentation pieces developed by other national organizations, INGOs, donor agencies and consultancy groups over the year to shape the conceptual framing, discourse and practice of primary prevention of VAW.

## Challenges

Though engaged in a variety of important processes for the field, we have not developed a focused advocacy strategy on prevention of VAW. This means that we have been opportunistic rather than intentional in our advocacy work. In 2012, we plan to re-examine the way in which we conduct our advocacy, defining priorities and making concrete plans for addressing them.

As a Uganda-based NGO with a regional violence against women prevention agenda,

it has been challenging to strike the right balance and claim the appropriate space in national processes. Relevant issues have emerged that warrant serious attention, yet we do not wish to overstep national Ugandan NGOs and thus are cautious in our engagements. Given our close relationship with CEDOVIP, we are particularly conscious that they be the face for violence against women prevention advocacy in Uganda rather than Raising Voices. At the same time, our regional focus means that we cannot always find time to participate in global-level discussions to influence the field at a broader level.

## VAW Prevention Advocacy

Raising Voices continued with its national-level advocacy to promote the Good School Toolkit, eliminate corporal punishment in Uganda, and put prevention of violence against children on the agenda of policymakers. This year, Raising Voices took on a special initiative called Voices of Children to help children speak on their own behalves and enable decision-makers to hear their voices.

### Key Initiatives:

- **Relationship-building with Education Policymakers:** To advance our advocacy agenda in 2011, we prioritized relationship-building with key decision makers and engaged actively in relevant education forums in Uganda. Our staff participated regularly in the Forum for Education NGOs in Uganda (FENU) and the Education Thematic Working Group in Kampala, while consulting widely with staff at the Ministry of Education and Sports (MoES) and Directorate of Education Standards about the Good School Toolkit roll out. We cultivated allies in these forums who are highly influential in advancing

our agenda within MoES for rolling out the Good School Toolkit and outlawing corporal punishment in all schools throughout Uganda.

- **Coordination of the Coalition against Corporal Punishment (CaCP):** Raising Voices continued its role as coordinator of the Coalition Against Corporal Punishment for the second year in 2011. In this role, Raising Voices hosted several member meetings, advocated for a clause prohibiting corporal punishment to be included in the review of the Children’s Act, and published well-investigated articles in major newspapers in Uganda to maintain dialogue on the dangers of corporal punishment.
- **Voices of Children:** In 2011, Raising Voices continued with the Voices of Children initiative. This initiative documents the personal stories and testimonies of children who attend schools in the Good School program. Children articulate the changes they have experienced since the start of the program and how those changes impact their lives. This has been essential for monitoring program impact and advocating for the rights of children in a way which puts their views at the center.

## Challenges

It is difficult to coordinate an effective coalition. Often, members’ participation is limited or delegated to junior staff, which makes it difficult to reach decisions or develop an effective strategy. Furthermore, competing agendas and divergent priorities lead to lack of consensus. However, in 2011, we were able to rally around a single cause of ensuring the review process of Children Act Cap 59 to include a provision that prohibits corporal punishment at school.

In an election year, Government officials are pre-occupied with concerns about remaining in power. In the later part of the year, it became a significant challenge to access them as they often postponed meetings at short notice. ■







We have helped to  
shift the energy  
of the VAW and VAC  
fields towards  
prevention.

# MONITORING PROGRESS AND IMPACT

Monitoring progress and impact was at the very heart of our work in 2011 as we undertook two major external evaluations; an organizational 8 year review and an examination of the GBV Prevention Network. Each of these exercises proved to be a substantial undertaking. They provided important opportunities for growth by prompting deeper reflection and critical thinking, allowing staff to confidentially voice ideas and concerns, and gaining valuable insight from a wide range of stakeholders.

In addition to the evaluations, we engaged in strategic thinking and planning processes with staff including weekly departmental and monthly team meetings, SASA! monthly and quarterly feedback sessions, and a staff retreat. All of these processes created space to consider our achievements and explore opportunities for change.

## Raising Voices 8-Year Evaluation

We worked in collaboration with a long-term partner, Hivos and an India-based consultant group (R E A C H) to conduct the external eight-year assessment of Raising Voices' work. The evaluation aimed to analyze our performance since 2004. The methodology entailed review of all of the organization's strategic documents, an online survey completed by 260 respondents, 11 interviews (Skype and in-person) with key stakeholders, and a week-long onsite visit to Raising Voices including individual interviews with all staff, a group session, meetings with relevant partners, observation and additional processes. Collectively, the experience of 2011 allowed Raising Voices to embark on a new, much anticipated strategic plan for 2012 – 2015.

Overall, the results related to programmatic impact indicate that we are producing high quality work that is effective in the region and valued by partners. We have made significant contributions in developing methodologies and tools and influencing the practice and discourse of VAW and VAC prevention. We have helped to shift the energy of the VAW and VAC fields towards prevention. We need to do much more, however, to help others hear this message, particularly at global level.

The evaluation also confirms that there are considerable opportunities for Raising Voices to grow and evolve. As we mature, we will continue to find innovative and effective ways to shape the field. Specific recommendations from the evaluation include:

- 1. Capacity Building:** Raising Voices is well-positioned to set standards on prevention of violence against women and children.
- 2. Advocacy and organizational growth:** Raising Voices could play a key role in influencing funding streams and shaping policy for VAW and VAC prevention. It could be important for Raising Voices to focus more on global concerns within broader discussions of policy and practice.
- 3. Learning, knowledge and evaluation:** Raising Voices can serve as a learning forum by testing what works and through rigorous intersection of theory and practice. Creating an organization-wide learning agenda is critical and could help develop a knowledge-management agenda.
- 4. Organizational Capacity:** As the demand for global-level engagement grows, new senior manager(s) may be necessary to



manage day-to-day program needs while Co-Directors focus on demands within the broader field. Developing management systems and continuing to improve adaptive leadership approaches will be critical to managing Raising Voices' growth.

### GBV Prevention Network, Raising Voices' Role as the Coordinating Office

Raising Voices established the GBV Prevention Network in 2003 which we continue to coordinate and host. Results from the external evaluation conducted in 2011 reveal that overall, members felt the Network added value to their work in GBV prevention by increasing access to resources and quality materials, and providing opportunities to make connections with others in the field of GBV prevention. 90% of respondents also felt that Raising Voices is effective in coordinating the Network's multiple components, implementing relevant and useful activities and providing strategic direction. They perceived our biggest strength as the Coordinating Office to be our communication, responsiveness to members, and openness to feedback and suggestions.

Most participants suggested hiring additional staff for the GBV Prevention Network. To download the full report or report summary, please visit:

[www.preventgbv africa.org/about-network](http://www.preventgbv africa.org/about-network)

### Program Monitoring

Each program engaged in rigorous monitoring of its activities using methods and tools which we have created and when necessary, triangulating with other sources, such as for

the VAC Media Campaign. Monitoring violence prevention is still an emerging discipline, with few existing resources and little precedent of proven methods. Therefore, we have worked hard to develop effective, relevant, and user-friendly tools in order to monitor both our progress and impact in key program areas. We have learned a great deal in the process and continually revise our methods. Our monitoring has been valuable not only for informing our own programming, but for generating broader learning for the field which can influence practice and help to create stronger evidence-based programming in the future. For detailed information about programmatic impact and progress, please see the "Results" section.

#### In 2011, key monitoring activities included:

- **Rapid Assessment Survey (RAS) in SASA! communities:** The RAS showed statistically significant shifts in key indicator areas related to knowledge, attitudes, and behaviors around violence against women. For example, 63.9% of women and 94.4% of men in intervention communities replied that if a husband told his friends that he makes decisions jointly with his wife, his friends would respect him compared to 34.3% of women and 69.4% of men in control communities. This illustrates that SASA! is positively impacting communities as intended in many ways.
- **Media Campaign research:** The VAC department undertook two monitoring studies and commissioned an independent research group to assess the effect of the media campaign in Western, Central and Eastern regions of Uganda. It was necessary to employ the services of a professional media research group (Synovate) in order to gain a credible understanding of how



many people our campaign reached, how it reached them, how they processed the information, and how they pass on what they've seen, heard, or thought. As noted in the "Results" section, findings indicated that our Media Campaign has been highly effective in starting a widespread dialogue on VAC in Uganda.

- **Preparation for the Good Schools study:** Despite initial problems getting off the ground, efforts are now under way to identify a new research partner and begin the study in 2012.

In 2011, the VAC department commissioned four separate studies in Central, Western and

Eastern Uganda, interviewing 454 individuals to assess reach and perception of the VAC media campaign. According to the studies, 40% percent of those who claimed that they had heard or seen something about violence against children identified it as originating from Raising Voices. More than two-thirds of the individuals who had encountered the campaign stated that they agreed with the key themes of the campaign. More than half of those who recognized Raising Voices could repeat back the key idea of the campaign or the tagline of the info-spots. This suggests that we have now developed a loyal audience across the country who are regularly tuning into our campaign. ■



# STAFF DEVELOPMENT

**A**t Raising Voices, we believe strongly in staff development and dedicate significant time and resources to individual growth and learning as an organizational priority. We create an environment where staff members in every position are welcome and encouraged to participate, contribute, and learn. Our approach combines daily learning, mentoring and on-the-job training with intentional spaces for reflection at a personal and organizational level.

In response to sentiments expressed by staff, we instituted weekly tutorial sessions in 2011 around the theme of holistic living and “how to be happy in our lives.” Though these sessions were optional and took place outside of regular working hours nearly 100% of staff attended each week. We also worked to foster greater learning from each other rather than looking to outside “experts.” We held several staff development sessions, each facilitated by different staff member, around a topic of her/

his own expertise. This provided an opportunity not only to understand new subject matter, but for staff to practice presentation and facilitation skills. With Raising Voices’ support, many staff also embarked upon courses and graduate programs to further their professional development outside of work.

We were careful not to get “lost” in the details of our daily activities and thus structured monthly team meetings which emphasized connecting with our colleagues on a personal level and discussing new developments and ideas in the field of violence prevention. We continued weekly departmental meetings to make effective use of supervision, and foster collaboration and mentoring. Finally, at an all-staff retreat in August, staff had the opportunity to contribute critical thinking for our next Strategic Plan, collectively helping to shape the direction of the organization and take ownership of our future. ■



# REFLECTIONS

**A**s the final year of our current Strategic Plan, 2011 has felt like a psychological milestone for Raising Voices. We’ve created processes for reflecting and learning from our work to date. The two formal evaluations and concomitant conversations with friends and colleagues gave rise to several useful and at times surprising insights. **Three key reflections emerged:**

**First**, while formal evaluations of complex activities can yield important insights, it is perhaps unrealistic to expect such an exercise to generate genuinely new learning and analysis of the organization’s work or achievements. Our experience has been that much of what is considered to be ‘an evaluation’ provides perspectives and generalized feedback rather than in-depth insights. While both of these are useful inputs, both the external evaluations in 2011 pointed in large part, to challenges and successes that were quite familiar to our teams. For the next Strategic Plan, we intend to be more deliberate in creating an organizational culture of learning and embedding M&E opportunities into our ongoing work.



**Second**, for a small to medium-sized organization such as Raising Voices, it can be challenging to manage growth in a way that maintains creativity and flexibility while offering greater structure and efficiency. As a growing and vibrant organization, we must find new ways to structure and manage our team and resources so that we can continue to have the impact we desire without compromising efficiency and values. We must develop clear systems and policies and then activate them in our day-to-day operations. For 2012, we have already recruited senior staff whose central role is to ensure operational strength.

**Third**, Raising Voices has reached a fertile plateau in our growth cycle. We are seen as a highly effective organization in the fields of preventing VAW and VAC. The experience of a wide range of partners, however, has shown that unless we bring in fresh ideas and innovations, we could risk stagnating. One way in which we are attempting to remain vigorous is by freeing up the energies of senior leaders within the organization from the day-to-day management and problem solving to fermenting, curating and ushering in fresh directions for growth. Creating and recruiting for new senior management positions has helped to begin this shift and we hope will yield even greater dividends in the future. In our Strategic Plan for 2012 to 2015 we articulate our responses to this challenge. ■





# FINAL WORD

Managing growth and change was the biggest challenge to Raising Voices in 2011. We took difficult decisions, made mistakes, grappled with a rapidly changing political and financial climate, and responded to the emerging challenges with strength of purpose. Amidst that turbulence we strove to maintain our values, vision and purpose. As we look back through the year, and indeed the entire four years of this Strategic Plan, we feel a sense of progress and accomplishment. We have learned from our experiences and can celebrate our achievements. We look forward to the next four years with rejuvenated commitment to our mission and a more nuanced awareness of the challenges and opportunities ahead. ■



# Appendix

## OBJECTIVE ONE

### VAW indicators

No.	Indicator	Results
1	# of individuals, activists and organizations actively and effectively learning about and implementing quality violence prevention programs through the Network.	<p>2844 individuals, activists and organizations are actively and effectively learning about quality violence prevention through the Network's:</p> <ul style="list-style-type: none"> <li>3 Newsletters (Issue 16: Communicating Our Ideas; Issue 17: The Network's Evaluation; Issue 18: Intersectionality); 9000 produced, printed, and distributed to members and friends (3000 of each issue)</li> <li>18 e-bulletins sent out to 814 members, friends and other stakeholders</li> <li>7 special e-bulletins sent out to inform members of special occasions</li> <li>Facebook Page directly linked to 11 other pages that are dedicated to violence prevention and accessible to over 880 Facebook users.</li> </ul> <p>38,869 visitors to the GBV Prevention Network website between January and December 2011 (45.5 % increase from 21,172 visitors in 2010)</p> <p>28 Network members from 25 organizations across 13 countries participated in the Communication Materials skills-building course.</p> <p>22 Network members from 4 countries participated in the Service Provision skills-building course</p>
2	# of new resources on the website (target: 10 per month)	107 new resources uploaded in 2011 (54 member resources and 53 non-member resources).
3	# of meetings (target: leadership committee meets twice per year, 1 expanded members meeting every 2 years)	<p>One Advisory Committee meeting held in Kampala in August 2011 (8 members attended).</p> <p>One regional meeting conducted in Kampala for the 10 Get Moving! regional partner organizations with 21 attendants. (22 sessions of Get Moving! conducted in the region)</p> <p>One member's meet up held in Cape Town, South Africa during SVRI conference with 20 attendants.</p> <p>3 Speaker Events with 51 attendants hosted by members (Women's and Human Rights Organization from Mali hosted by Raising Voices in Kampala; Femnet Kenya hosted by WiLDAF in Dar Es Salaam; and GBV Prevention Network hosted by Musasa Project in Harare).</p>
4	# of Thematic Working Groups (TWG) that develop a workplan with tangible outputs / # of thematic working groups	<p>1 new Thematic Working Group (GBV in Emergencies) formed with 27 Network members and 2 friends</p> <p>4 Thematic Working Groups functioning:</p> <ul style="list-style-type: none"> <li>Skills-Building: Conducted Feminist Counseling Course for 22 Network from 15 organizations. Course equipped them with skills in applying feminist philosophy into therapeutic practice for VAW survivors; Subgrants given to country groups for follow-up processes; Follow-Up materials on the Essentials of Feminist Counseling developed by Coordinating Office</li> <li>Communication Materials: Conducted Communication Materials training for 28 members in 25 organizations from 13 countries plus 3 strategic partners. Following the course, participants then trained 105 additional members using the Take Home Module Adapted and printed 1000 copies of In Her Shoes for sub-Saharan Africa with 23 members from around the continent.</li> <li>Research and M&amp;E: 6 Network members (12 total staff) who had received research grant produced 5 drafts and 1 final research publication with technical support from project TA provider.</li> <li>GBV In Emergencies: formed and workplan developed.</li> </ul>
5	# of Action and Advocacy Kits distributed each year (target 25)	<ul style="list-style-type: none"> <li>61 Action and Advocacy Kits produced and dispatched to members in 16 countries (Republic of Southern Sudan, South Africa, Somalia, Mauritius, Uganda, Rwanda, Kenya, Ethiopia, Namibia, Tanzania, Malawi, Zimbabwe, Swaziland, Botswana, Zambia, Mozambique).</li> </ul>
6	Increase in number of members in the GBV Prevention Network (target: 15 per year)	From 348 to 424 (an increase of 76 members).

### VAC indicators

No.	Indicator	Results
1	# of initiatives implemented to foster dialogue on VAC	<p>Newspaper Campaign: 430 initiatives (2 news stories, 13 features, 7 opinion pieces, 157 cartoon strips, 237 handprints and 14 adverts) across 9 newspapers and magazines.</p> <p>Radio Campaign: 8841 initiatives (8,460 adverts, 15 news items, 132 radio programmes, 138 radio dramas 96 talk-shows) in partnership with 19 radio stations.</p> <p>Community Heroes Competition: 70 nominations short-listed for community heroes telling stories about actions taken to prevent VAC. Over 10,000 people saw the advert for the competition in newspapers and over 10,000 saw announcement of winners in newspapers. New Vision and The Monitor newspapers ran 3 stories about the event.</p> <p>Footprint Campaign: 1000 stickers put on public transport vehicles, approximately 100 on private cars and 1300 on floors of public spaces including in front of ATM machines and doors of offices, schools, churches and homes.</p> <p>Film and Video: 50 screenings of Raising Voices' films (1 public opening and 40 video-hall screenings), More than 5000 films distributed by local agents for public video Halls and private viewing carried Raising Voices adverts.</p> <p>SMS Campaign: 13 SMS messages sent to 1476 individuals over 7 weeks Two seminars conducted for 19 radio journalists to improve the investigation and coverage of VAC in the media.</p>
2	# of individuals who participate in public discourse on VAC in Uganda	<p>Approximately 8.3 million contacts made monthly through the media campaign (1.5 through Newspaper Campaign, 3.6 through Radio Campaign, 1.2 through TV campaign).</p> <p>An estimated 100,000 people reached through the Footprint Campaign.</p> <p>3,513 people viewed Raising Voices films including 1,762 men; 560 women; 841 boys and 350 girls.</p> <p>70 nominations submitted discussing what it means to be a community hero.</p> <p>185 cases referred and responded to through our Urgent Action Fund.</p> <p>1,476 individuals reached weekly through the SMS campaign</p> <p>150+ people reached through 5 different trainings on violence against children.</p>

## OBJECTIVE TWO

### VAW indicators

No.	Indicator	Results
1	# of methodologies distributed and to whom	316 methodologies (234 SASA! DVDs-226 Luganda, 8 English, 80 SASA! Kits, 2 Resource Guides)
2	Number of activities monitored and types of qualitative research conducted in SASA! pilot in Kampala	<p>369 Community Activity Report forms</p> <p>236 Staff Activity Reports, 360 Senga Reports, 708 CA Reports and 462 Drama Reports</p> <p>220/300 planned Outcome Tracking forms filled</p> <p>17 stories collected</p> <p>92 Enumeration Areas mapped in both Rubaga and Makindye.</p> <p>1 Rapid Assessment Survey conducted with 432 community members</p>
3	Number of staff feedback sessions conducted on SASA! data	<p>7 feedback sessions conducted with CEDOVIP and Raising Voices staff</p> <p>7 feedback sessions conducted with Community Activists</p>

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<b>4</b>	# of organizations that receive monitoring tools / # of organizations using the tools	14 partners have received the monitoring tools including CEDOVIP, 8 national partners and 5 regional partners.  Each are using some of the tools in limited capacity, though few are using all of them.
<b>5</b>	# of organizations in the region effectively adapting and implementing violence prevention	20 organizations are effectively implementing SASA! in the region, 11 national partners, 9 regional partners.  6 ToT partners have begun to prepare for SASA! implementation including fundraising, training staff, building a SASA! team and developing workplans for moving forward.

### VAC Indicators

No.	Indicator	Results
<b>1</b>	# of Good School Toolkits and learning materials published and disseminated	More than 500 schools using the ideas in the Good School Toolkit.  1000 Good School Toolkits distributed to schools throughout Uganda.  15,000 booklets availed to schools  14,000 posters distributed  1000 "Teacher's Companions" disseminated  Second edition of the Good School Toolkit published

## OBJECTIVE THREE

### VAW Indicators

No.	Indicator	Results
<b>1</b>	Total # of capacity building interventions conducted with collaborating organizations (target 5 per year)	13 onsite TA visits (1 to each national and regional partner)  6 Learning Center visits  5 SASA! trainings and workshops (2 for SASA! partners, 1 SASA! ToT, 1 for PEPFAR partners Tanzania, 1 for UNFPA and partners in Uganda, 1 for CARE Uganda)  More than 60 phone calls (minimum of 1 per month for each of 5 regional partners plus additional phone support as needed)  Regular email communication with all partners
<b>2</b>	# of onsite support visits conducted to each participating NGO (target: 5 per year)	13 onsite visits conducted (1 to each national and regional partner)
<b>3</b>	# of Learning Center Visits	6 Learning Center Visits including 82 people: 1. WAR (4) 2. IRC Uganda/KAWOU/Kivulini (22) 3. CARE, COVAW, IRC Ethiopia, Oxfam, UGANET, ARC, CESVI (20) 4. UNHCO, LIRWOCDI, Soroti and UMSC (12) 5. IRC Uganda and IRC Burundi (16) 6. South Sudan cooperating organizations (8)
<b>4</b>	Percent of NGOs receiving TA at the Learning Centers that go on to implement prevention methodologies	83% (15/18) NGOs who received TA at the Learning Center have gone on to implement the SASA! methodology for preventing violence against women and HIV.  The 3 NGO participants from South Sudan (plus 1 police institution) have begun to introduce key elements of SASA! into their work, which was the aim of their introductory visit. They anticipate implementation more comprehensively in 2012.

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<b>5</b>	# 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)	13/13 partner organizations demonstrated increased knowledge and skills after SASA! training and throughout the year.  According to pre/post tests, TA trip reports and tracking logs, each organization has made positive shifts in their approach to VAW prevention including stronger analysis of VAW and its links to HIV, engagement of a wider range of community members and institutions, shifting of personal attitudes and behaviors, improved relationships with CAs, and use of different SASA! strategies to effectively mobilize communities.
<b>6</b>	# of sites generating meaningful M&E data on the progress and impact of SASA!	CEDOVIP generated meaningful M&E data with support from Raising Voices. Other partners generated some relevant data using specific forms, but most have yet to systematically incorporate the full SASA! system M&E into their programs.
<b>7</b>	% of core competencies measured by checklists/scale	100% of core competencies were monitored for each organization and tracked using the TA tracking logs.
<b>8</b>	Amount of money sub-granted	\$195,000 USD subgranted to 3 regional partners (\$65,000 each to COVAW, Kivulini, WAR)

### VAC Indicators

No.	Indicator	Results
<b>1</b>	# of different capacity building activities conducted to strengthen ability to prevent VAC	7 residential three day processes for understanding the Toolkit 5 technical support visits to pilot schools and 15 technical support visits to schools wishing to learn about the Toolkit and 10 technical support visits to partner organizations. 7 exchange visits were held between pilot schools and Plan Kamuli
<b>2</b>	# of different stakeholders engaged with capacity building activities	More than 1000 teachers engaged in Good School Toolkit trainings 420 teachers and 616 children engaged through technical support visits to pilot schools 100 teachers and 300 children engaged through exchange visits between pilot schools and Plan Kamuli schools 1270 schools reached indirectly through availing Toolkits and other learning materials 7 pilot schools partnership maintained 12 resource persons supported 5 schools in the localities to take on the Toolkit. In total, 60 schools were reached including 900 teachers and 24,000 children 21 representatives of 9 CBOS engaged in trainings and onsite capacity-building for preventing VAC, in conjunction with Bantwana Community Initiative 50 Local Government Officials and 50 Directors/Head Teachers of schools engaged in a process of understanding the Toolkit.

## OBJECTIVE FOUR

### VAW Indicators

No.	Indicator	Results
<b>1</b>	# of articles and conceptual documents published per year aimed at policy makers	1 conceptual document on SASA! developed for the Africa Institute on Women and HIV.
<b>2</b>	# of conferences at which Raising Voices presents (target: 4 per year)	5 including SVRI (South Africa), Population Council Regional GBV Partners Meeting (Zambia), UN Women (due to visa problems, sent PowerPoint presentation in lieu of onsite participation), Akina Mama wa Afrika Regional Meeting (Uganda), Musasa Project National GBV Conference (Zimbabwe)

### VAC Indicators

No.	Indicator	Results
<b>1</b>	# of initiatives leading to review and revision of policy and practice	6 high-level meetings held with MoES officials  2 CaCP meetings hosted  6 networking meetings attended (FENU, thematic working group meetings)  Two press conferences hosted  112 stories of children's experience of violence documented through the Voices of Children initiative.





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