



Raising Voices

Annual Report 2012



Vision

We envision relationships, families and communities where women's and children's voices are heard, their rights respected, and they can live free of violence.

Mission

To prevent violence against women and children.

Letter from Raising Voices



2012 marked the beginning of a new Strategic Plan and a bold new direction for Raising Voices. While maintaining the roots of our experience, we began to chart a fresh course to answering one overarching question: what will it take to prevent violence against women and children?

The year saw deep investments in learning from our work. We undertook two randomized controlled trials (RCTs), in strategic collaboration with the London School of Hygiene and Tropical Medicine (LSHTM), to credibly measure the impact of our flagship approaches: *SASA* and *Good School Toolkit*. The results of these trials will allow us to extract meaningful insights for our own programming and for the field of violence prevention. Smaller studies and ongoing monitoring and reflection processes focused our attention on understanding pragmatically what works, what doesn't and why it is so.

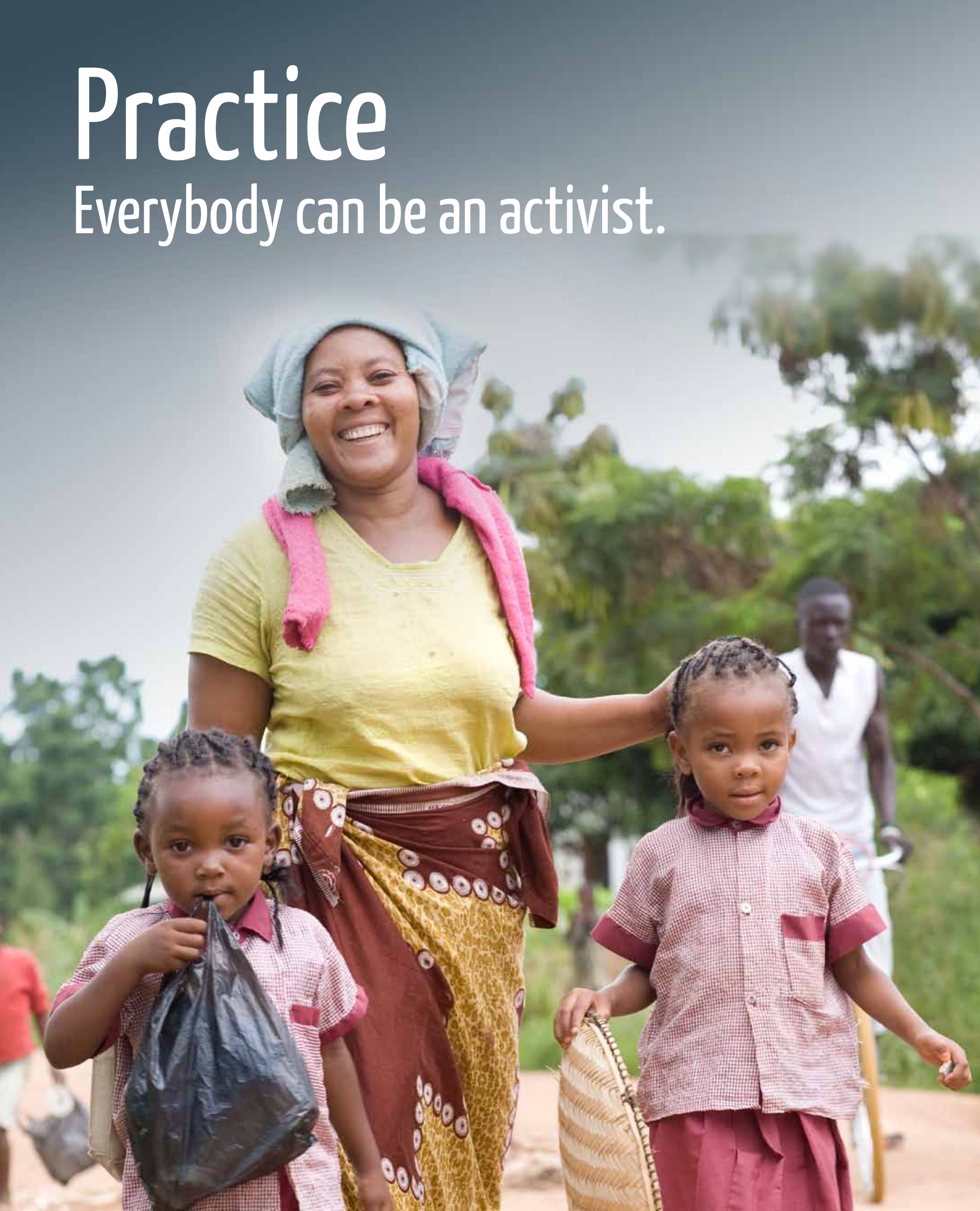
We also advanced opportunities to influence opinion infrastructure within and beyond Uganda. The focus on reconnecting with the values underlying violence against women (VAW) prevention work in the region was received enthusiastically at a Regional Retreat hosted by Raising Voices and the Gender-Based Violence (GBV) Prevention Network and through the launch of the revised *Get Moving!* initiative. The national dialogue on violence against children (VAC) is reaching more than 2 million Ugandans per month and the conversations continue to evolve well beyond our original intent. Our involvement in 'behind the scenes' advocacy has influenced policies and created opportunities within hard-to-reach institutions, such as the Catholic Church and rural schools.

Our most gratifying successes, though, lay in our day-to-day programmatic interventions. With our support to communities, organizations, schools, and media, activists are speaking out about violence against women and children. Relationships between men and women, parents and children, teachers and students are shifting positively. Organizations' staff are experiencing changes in their own lives and rethinking their approach to violence prevention. Seeing the changes that are possible when our ideas are translated and adapted in diverse settings, and reinforcing them in action is what sustains us.

In 2012, Raising Voices embraced growth and took risks in an effort to add different dimensions to our work. Such an investment creates opportunities and ushers in new challenges. We recognized the need for more senior management staff and strengthening the organization's operational infrastructure. Much of our energies were preoccupied by this task as a necessity for responsible growth. In the following pages we elaborate on our achievements and articulate what we learned from our efforts to prevent violence against women and children.

Practice

Everybody can be an activist.



Every day, we see women and men, community members, teachers, NGO staff, journalists, local leaders and many more taking courageous steps to prevent violence against women and children. Activism is occurring at the community level, within institutions, and through the media. With support and inspiration from Raising Voices, these bold activists have helped to ignite positive changes towards violence-free relationships, schools, and communities.

Local Activism

Center for Domestic Violence Prevention (CEDOVIP) prevents violence against women using the *SASA!* approach. As they moved into their final year of *SASA!* implementation, intensive monitoring revealed that CEDOVIP and Raising Voices' collaborative and systematic support to community activists in Kampala and Busoga helped community members to break down long-held beliefs and behaviors in relationships between men and women and find alternatives to violence. Through passionate, everyday activism, Ugandan communities and institutions are now leading their own process of social change, making Ugandan communities safer for women.

***SASA!* is helping to prevent violence against women and HIV in Africa and beyond.** *SASA!* is now being used in more than 13 countries and over 50 diverse communities worldwide as a systematic and effective approach to VAW prevention. Using community mobilization methods and grounded in stages of change theory, *SASA!* facilitates a long-term process of social norm change in communities worldwide, whether urban, rural, refugee, pastoralist, or faith-based, reaffirming that change is possible.

500 schools throughout Uganda are transforming into safe, positive learning environments. To expand our impact, Raising Voices provided intensive technical assistance on materials development, onsite implementation, and trainings to other civil society organizations so that they can effectively use the *Good School Toolkit* in their work.

Multimedia Activism

Airwaves, screens and newspapers in Uganda are alive with provocative ideas about violence against children. The 2012 VAC multimedia campaign communicated clear and compelling ideas that animate people to question violence against children and take transformational actions to address it. Our campaign is reaching more than 2 million Ugandans per month and has set VAC prevention as an important issue on the public agenda. The campaign is successfully cultivating a culture of questioning and is shifting the social acceptability of violence against children. This is shaping a new generation of relationships between children and adults.

Institutional Activism

***SASA!* partners sre systematically preventing violence against women throughout the region.** Our pioneering 2008 cohort of *SASA!* roll out partners moved into their third year of *SASA!* programming. Through Raising Voices' onsite technical assistance (TA) visits, national and regional trainings, and *SASA!* exchange visits, partners deepened their analysis of power and understanding of community mobilization, which translated into higher quality work. Additional partners in Uganda, Tanzania, Ethiopia, Rwanda, Cote d'Ivoire, Zambia, South Sudan, Haiti and more are implementing and adapting *SASA!* to their contexts. Of particular importance to note is the profound effect that *SASA!* is having in the personal lives of staff of partner organizations, helping them to rethink their own beliefs and behaviors as a starting point for social change.

Pioneering *SASA!* Cohort Partners

1. Coalition on Violence against Women (COVAW)- Kenya
2. Women against Rape (WAR)- Botswana
3. CARE- Burundi
4. International Rescue Committee (IRC)- Ethiopia
5. Kivulini Women's Rights Organization- Tanzania
6. American Refugee Council (ARC)- Gulu, Uganda
7. CESVI- Pader, Uganda
8. Lira Rural Women & Children Development Initiative Shelter (LIRWOCDI) - Lira, Uganda
9. Uganda Network on Law, Ethics and HIV (UGANET)- Pallisa, Uganda
10. Soroti Catholic Diocese- Soroti, Uganda
11. Oxfam and Child Concern Initiatives Organization (CCIO)- Bundibugyo, Uganda
12. Uganda Muslim Supreme Council (UMSC)- Mpigi, Uganda
13. Uganda National Health Users/Consumers' Organization (UNHCO)- Kamuli, Uganda

VAC partners are transforming their approach to child protection.

In 2012, we partnered with 12 organizations to strengthen VAC prevention work in schools and communities. Through this collaboration, partners are facilitating a process of rethinking power dynamics between adults and children in schools and homes. Many partners are now integrating the *Good School Toolkit* as a core component of their work. With technical assistance from Raising Voices, they are designing long-term programs to more effectively address the root cause of violence against children and create healthy environments for children in schools and communities.

Uganda Partners

- | | | |
|--|--|------------------------------|
| 1. CARE | 4. Transcultural Psychosocial Organisation (TPO) | 7. Positive Planet |
| 2. Association of Volunteers in International Service (AVSI) | 5. Plan | 8. Children of Grace |
| 3. Salvation Army | 6. SNV Netherlands Development Organisation | 9. World Vision |
| | | 10. Mercy Children's Village |

Practice by Numbers

13 countries utilizing *SASA!* across the globe

13 partners receiving *SASA!* TA

5 learning center visits facilitated

23 capacity-building interventions for *SASA!* partners held with 207 participants

32 partner organizations working to prevent VAW and VAC

1,334 community activists sparking change around the region

155 cartoon strips published

155 VAC handprints printed in newspapers

24 front page "earpieces" printed

19,800 info spots aired on 21 radio stations

265 radio shows aired

175 live talk shows aired on radio

150 storytelling programs aired

3,960 info spots televised

40 TV shows televised

32 film screenings and discussions

4,000 handprint stickers distributed

1,000 *Good School Toolkits* distributed to Ugandan schools

1,000,000 learning materials distributed to Ugandan schools

109 *Good School* partners re-imagining education

95 *Good School* trainings conducted

25 peer learning exchange visits

2 million people engaging with media campaign in 7 languages per month



Learning

Critical reflection cultivates change.

At Raising Voices, we strive to create a culture of infusing our work with critical analysis. We frequently construct spaces where we ask: why are we doing this and are we really making a difference? In the new cycle of work that began this year, Raising Voices elevated learning as a distinct strategic objective. It's about inquiring more deeply, assessing our experiences, and disseminating findings with the aim of understanding what it takes to prevent violence against women and children.

Generating Evidence

SASA! and *Good School* studies rigorously measure the impact of VAW and VAC prevention work. The *SASA!* and *Good School* studies use randomized controlled trials, the gold standard of measurement, to assess the extent to which our work is shifting social norms and preventing violence against women and children. The studies are designed to tell us whether children learn better when violence reduces and whether women in communities are experiencing less violence as a result of our efforts. This is an important contribution to the field of violence prevention. Importantly:

- The *SASA!* study is the first to measure the impact of a VAW prevention social norm change intervention at the population, rather than individual level. This opens up new avenues for learning in the field.
- By linking violence to learning outcomes, the *Good School* study breaks new ground in understanding violence against children.

The results of the *SASA!* study and baseline measurements for the *Good School* study will be available in 2013.

Disseminating Ideas

Child-friendly learning materials are sparking students' and teachers' imaginations. Our collaboration with Twaweza and the Ministry of Education and Sports (MoES) to bring learning materials to 1,000 Ugandan schools showed that schools can engage meaningfully with the materials in the *Good School Toolkit* even when they do not receive technical assistance. This means that our materials can be highly effective in influencing students' and teachers' behavior with minimal outside intervention. This cooperation also resulted in effective partnering with local government officials, formal support from the MoES, and over 4,000 essays on how to create a *Good School* written by students and teachers who interacted with our materials.

Communities celebrate their heroes. More than 100 individuals nominated outstanding individuals in their community as heroes who take action to prevent VAC. Four heroes were recognized by Raising Voices at celebrations held in their communities. Recognizing that we all have the power to act and that there are positive alternatives to violence are fundamental first steps in violence prevention. Honoring these heroes in their own communities spurs other community members into action.

Learning by Numbers

3,360 households
sampled in *SASA!* study

2,649 community members
interviewed in *SASA!* study

95 *SASA!* key informant interviews
conducted

60 researchers
recruited, trained and supported for
Good School study

39 researchers
recruited, trained and supported for *SASA!*
study

100 community heroes
nominated and 4 Community Heroes honored

More than 1,000,000 learning materials
distributed to Ugandan schools

4,000 individuals writing essays
about *Good Schools*

More than
2,000 members of *Voices for Children*

20,000 teachers interacting
with *Good School Toolkit* learning materials

100,000 students engaging
with *Good School Toolkit* learning materials



Influence

Inspiring a shared vision.

In 2012, Raising Voices moved beyond our daily practice of preventing violence against women and children and devoted time and resources to influencing thinking, processes and resource allocation for bolder outcomes on violence against women and children. A substantial addition to our work over the preceding decade, our impact can be seen through the informing of policy and the creation of connections between people and ideas.

Informing Policy

Faith-based institutions play a unique role in preventing violence against women. Our national advocacy energies concentrated on engaging with the Catholic Church of Uganda through a collaboration with Trocaire and Irish Aid. For the third year running, Raising Voices shaped the topics and materials created for the national campaign that included several million materials in 20 languages for every Catholic who attends church services in the country. Having access to high quality materials allows the religious leaders to more effectively provoke important dialogue around domestic violence. Given their unique position of influence, this then greatly magnifies the potential to foster positive change.

Ministry of Education and Sports comes on board! We continued to grow our long-term relationship with the Ministry of Education and Sports, using the *Good School Toolkit* to enhance the quality of education in Uganda. Through this collaboration, *Good School Toolkit* ideas were officially promoted in 1,000 schools.

Prohibiting corporal punishment. As coordinators of the Coalition against Corporal Punishment, we continue to work with partners and policy makers to ensure review of the Children's Act and incorporation of a provision that prohibits corporal punishment in schools.

Influence by Numbers

3 documents
published to influence
policy

Raising Voices' work
shared at
15 conferences
and events

825 In Her Shoes
Toolkits being used by
organizations around the
region

71 new members joined
the GBV Prevention
Network

32,920 unique visitors
to Network website

600 people
interacting with Network
Facebook page

**25,505 community
members** and **4,922
children** across **13
countries** participate
in regional 16 Days
campaign

24 organizations
utilizing *Get Moving!*

65 activists
connecting at the
Member Retreat

3 Speaker Events
held throughout the
region

**3 Thematic Working
Groups** in action

1 article
developed to address the
Anti-Homosexuality Bill

2 Coalition
on Corporal Punishment
Meetings hosted

Networks and Alliances

GBV Prevention Network puts our hearts back into VAW prevention. The GBV Prevention Network, coordinated by Raising Voices, was full of energy and activities in 2012. The year kicked off with the production of the *In Her Shoes Toolkit* in Swahili and travel to El Salvador and Nicaragua to facilitate our course on "Developing Effective Communication Materials" with other regional networks. Thematic working groups launched a new publication featuring member research and undertook exploratory research and training on VAW in emergencies. Compelling newsletters, speaker events, member meet-ups, and e-bulletins kept us connected. Our annual 16 Days campaign created a strong regional voice around VAW prevention, with 42 organizations using Action and Advocacy Kits created by the Coordinating Office around this year's theme: "Question Violence against Women: Start Asking, Start Changing!" The highlight of the year, however, was the lively and strategic Network Retreat in July, with the theme "Traveling from our Heads to our Hearts: Exploring How and Why We Do Violence Against Women Prevention Work." Maintaining a deliberate focus on values, creativity and well-being, the Retreat opened the door to fostering reflection and transformation amongst individuals, organizations, and the movement.

Organizations *Get Moving!* As the Coordinating Office of the GBV Prevention Network, Raising Voices was called to action this year to reinvigorate the Network's movement-building initiative—*Get Moving!* Using feedback from the ten pilot organizations, we thoughtfully revised *Get Moving!* into a newly structured and designed second edition. This enhanced edition contains a Facilitator's Guide and a Participant's Workbook, which were launched at the Network's Member Retreat held in Uganda in July (see above). Since then, 14 additional organizations have joined us on the journey to self-discovery and solidarity, re-connecting to the values that underlie our work and strengthening violence prevention.

Peer Learning strengthens *Good Schools*. This year we established a Peer Learning Network to bring together students, teachers and administrators from schools across Uganda who are using the *Good School Toolkit*. Over the course of the year, termly newsletters and exchange visits have sparked new ideas and encouraged connection.

Organizational & Financial Overview

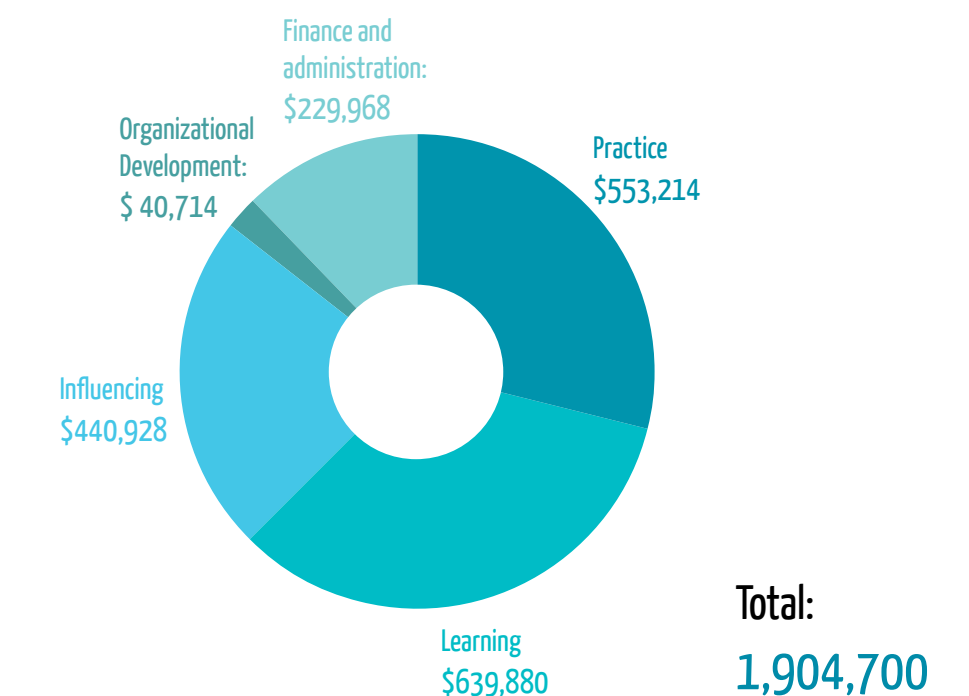
Organizational Overview

2012 was a year of growth at RaisingVoices. Our team expanded by seven new staff members, strengthening our capacity for senior management, financial management and program implementation. We continue to face challenges in recruiting for senior level positions and recognize the importance of deliberately building this layer of support. Beyond our staff of 25, Raising Voices worked with more than 90 short-term consultants, four interns and volunteers, and two fellows from LSHTM based at Raising Voices. As our team grew to accommodate the progression of our work, we held several staff processes to support a positive organizational culture and create an environment of continuous staff learning. We have also invested significant energy in developing detailed plans of action for each of the areas of work in our new Strategy. As our work and staff evolve, we manage these changes thoughtfully so that we remain agile and confident in the quality of our work.

Financial Overview

In 2012, our income grew by **15%** to **\$2,839,158** and our expenditure grew by over **21%** to **\$1,904,704**.

Expenditure by Program



For a more detailed description, see the 2012 financial report.

Reflections



Ongoing presence and support are essential to quality programming.

SASA! partners continue to learn that quality implementation requires ongoing presence in the community, sustained investment in capacity-building with community activists and staff, deep personal reflection and rethinking power dynamics within the organization and with the community. For many organizations, this is a significant shift from standard programming. We have found that to implement *SASA!* well, staff require substantial technical assistance, both from within and outside of their organizations. Thus, the current system of one-on-one support for each *SASA!* partner is highly time and human resource-intensive. In order for *SASA!* to be more widely accessible and sustainable, we are, therefore, rethinking our system of providing TA to partners. We held our first reflection and planning sessions in 2012, which will lead to restructuring of our “Learning Center” approach in 2013.

Fostering momentum to build a movement. 2012 was one of the busiest years for the Network as we reached our largest number of members and activities. As the Network continues to grow, we reflect upon the expansion of work to address VAW in the region. In 2003, the Network began as the vision of just 30 organizations. Now, it is more than 450 members strong. This rapid growth brings great hope as well as great responsibility. Despite the vast increase in organizations and interventions working to address violence against women, the problem persists at alarming rates. This is a call to all of us to rethink our business as usual. In response, the Network is re-conceptualizing its role and restructuring its approach in 2013 as an engine for building momentum for violence against women prevention in the region.

We can and must measure the impact of our methodologies.

As an organization that produces methodologies and shares them widely with others, it is our ethical responsibility to invest in understanding the impact and implications of our approaches. For this reason, we dedicated the greater part of 2012 to vigorously engaging in the *SASA!* and *Good School* studies. The two RCTs drew substantially on our time and resources. Yet we remained driven by our commitment to high quality, responsible and ethical programming. In the process, we helped to actualize new ways of measuring violence prevention, moving away from the anecdotal and towards the rigorous. We recognize that the results will yield important learning opportunities for Raising Voices, our partners and the broader field of violence prevention.

Responsible programs can only emerge if we invest in learning. Monitoring and evaluation are key to the learning and growth of all of our programs. This year, we discovered the importance of developing a functional system of monitoring and tracking for the national media campaign as well as the *Good School Toolkit* implementation process. A more robust monitoring and evaluation system will deepen our understanding of participation and response as well as strengthen our planning, content creation and partnering. Additional staff are beginning to capture exciting stories and unique voices of children, teachers and community members to strengthen documentation and programming.

Change is possible... and happening!

Using our methodologies and ideas, partners are experiencing positive changes towards preventing violence against women and children in their programming, in their own lives, and in the communities where they work. Together we have realized that social norms can change, that prevention must be personal, and that shifts within the hearts of implementing staff improve the quality of programming in communities.

Systemic solutions are highly adaptable. We have also learned that because our program tools and methodologies are systemic in their conception and avoid compartmentalizing the problem of interpersonal violence to a single constituency (such as men, or poor performing teachers or certain subgroups within a community), they are extremely adaptable. *SASA!* and the *Good School Toolkit* are being used in diverse contexts, yet they remain applicable and relevant. This insight inspires us to foster new relationships as well as thoughtfully support the implementation and adaptation of our methodologies with a wide range of partners.

Facing new challenges as our work grows and evolves. With staff growth and expansion in 2012, maintaining the quality of our work and infusing a personal touch into programming and publications is a challenge that must be met with care. As we begin to encompass new areas of work, we must stretch our creativity to move outside of our experience and comfort zone, imagine new modalities for working, and learn different ways of operating in new contexts. This expansion of work also requires recruiting and nurturing staff with unique skills sets and more robust senior level management support, yet these combined skill sets are rare.

Final Words



2012 has been a year of growth, transition and preparation. In many ways, our work in this year was conceived as foundational, in which we would develop the ground work for the vision articulated in our new five-year Strategy. As the year draws to a close, we feel satisfied that fundamental systems and the capacity to actualize the bold vision are now in place. We look to 2013 with a sense of excitement and anticipation.



Plot 16 Tufnell Drive, Kamwokya • PO Box 6770 Kampala, Uganda • +256 414 532 183 / +256 414 531 186
www.raisingvoices.org • info@raisingvoices.org