

phase

4

**integrating
action**

4 integrating action

phase

Overview

In the previous phase, you built networks of supportive groups and helped them prepare to take action by suggesting practical alternatives for change. Your organisation's role grew from one in which you conducted most of the activities to one in which you supported and facilitated the efforts of others. Thus far, you have worked hard to engage many individuals, groups and sectors, and to create a supportive infrastructure and a climate of collective responsibility to prevent domestic violence.



In this phase, it is important to continue intense engagement of these groups so the community recognizes all the different people committed and actively working to prevent domestic violence. Integration means bringing together various parts to function as a whole. In relation to the Project, Integrating Action means moving beyond having the different groups and sectors organise activities in isolation. In this phase, you will bring these groups and sectors together to function as one. Each activity will build on and contribute to a community-wide effort for change. Your organisation's role will continue to evolve, and you will play a more coordinating and supporting role for all the different activities that are occurring in your community.

This phase of the Project corresponds to the fourth step in the Stages of Change Theory: action. In this stage, individuals are ready to take action and are trying out various options. If the community fails to support those who are taking action to change their behaviour, the individuals may end up feeling frustrated, losing motivation, and even abandoning the process. Thus, it is important that they see consistent messages and receive encouragement from a variety of sources that sustain their resolve and support new ways of thinking and being.

Overall Objectives

- Bring different groups together to collectively focus their action on preventing domestic violence.
- Inspire and support individuals and groups in taking action that prevents domestic violence.
- Coordinate activities and involvement of various groups within the community to support positive change.
- Give practical assistance to groups making changes in their community/workplace.

Focus: Encouraging and Supporting Action

By this phase in the Project, individuals and groups know the basics about domestic violence, why it happens, and its negative consequences. Many are now convinced that change needs to

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occur, and community members and professionals alike can see their peers thinking differently and imagining new ways of being. At this point, many different groups are making or prepared to make changes in their words and actions to positively influence the climate in the community toward more respect for women and their rights. In this phase, the focus is on action! Moving people from talking about to making change is challenging, and your organisation will need to support and encourage this process.

Key topics for discussion in this phase include:

- Change is possible, especially with the support of the community.
- Taking action requires courage and resolve.
- Changing is a process. Along the way, there will be obstacles and setbacks.
- There are many alternatives to the thoughts and behaviours that violate women's rights.
- There are non-violent ways of resolving conflict.
- It is the responsibility of each person to be non-violent in her/his words and actions.
- Creating violence-free homes is challenging but achievable and has rewards for everyone.
- Everyone in the community has a role to play in creating safe homes and upholding women's rights.
- Relationships can become more healthy and non-violent.
- The community can work together to change attitudes and behaviours that hurt women and violate their rights.

Approach: Recognizing, Supporting, Celebrating

In the Integrating Action phase, your organisation will aim to maintain momentum for community-wide change. This requires that all the individuals, groups, institutions, organisations, and sectors that you have built relationships with and worked closely with, continue to feel supported, especially as they begin to make practical changes in their homes, community, and workplaces. Part of this process is taking time to recognize both small and large efforts of individuals and groups. Provide plenty of positive feedback. Recognize that change is difficult yet highlight the positive results and consequences of change. Celebrate community member's energy, commitment, and resolve to make their relationships, homes, and community safer.

Activity Ideas

On the following page is a list of all of the activities described in the Integrating Action phase. Each activity is categorized under the strategy with which it corresponds. It is important to complete at least one activity in each strategy to adequately reach a diverse cross section of community members. Conducting as many activities as you reasonably can within each strategy will increase community members' exposure to the ideas and maximize your impact.



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Action Plans

Create Action Plans, at the beginning of each phase, that state your objectives and the key activities you want to accomplish to achieve those objectives. It is recommended that you create an Action Plan for each strategy and then put them together to create an overall Action Plan for the phase. Organise a meeting to discuss the Action Plans as a group.

Completing Action Plans

Steps

1. Ask staff members to read the description of the current phase before coming to the meeting, especially the objectives, focus, and activity descriptions. If staff members are experienced in planning, they could come prepared with draft Action Plans for their respective strategies, otherwise they can be done collectively.
2. As a group, briefly review the objectives and focus of the phase and make any changes or additions you feel are appropriate for your organisation and community.
3. For each strategy you plan to use, develop SMART objectives (page 165).
4. On flipchart, list the chosen activities for the first strategy (i.e., Learning Materials). Choose your activities from the Resource Guide and from your own experience. Select activities that will help you achieve your objectives. Remember to include ongoing activities.
5. Fill out an Action Plan sheet for the first strategy. Write your objective(s) for that strategy, and list and describe each activity according to the information requested for the various columns (see appendix E for an Action Plan Column Guide).
6. For each strategy, repeat steps 3, 4 and 5. Take care to remain realistic and focused on the objectives. Remember, it is important to have a variety of activities, at least one from each of the five strategies.
7. Compile the Action Plans for all of the strategies to create an overall Action Plan for the phase. Assess the number of activities, timeframe, and capacity of the staff to make sure your plans are feasible.



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Strategy:

Strategy Objective(s): -

[illegible]

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SMART Objectives

Precise work and positive outcomes come from meaningful objectives. One useful tool for developing meaningful objectives is to ask yourself: “Are they SMART?”

Specific	Does it state exactly what you want to achieve?
Measurable	How will you measure progress?
Attainable	Is the objective realistic and achievable?
Replicable	Will others be able to replicate your success?
Time-Bound	When will the objective be achieved?

Monitoring and Documentation

Learning as you implement this project is a crucial part of directing your work and developing future Action Plans. Learning is enhanced through monitoring and documentation mechanisms. Focus attention on how you are monitoring and documenting progress and ensure that the mechanisms you put in place will allow you to effectively review the ongoing work and reflect on your experience at the end of the phase. Ensure that regular monitoring activities are conducted and consider using the documentation forms described below to keep written records of your progress.

Meeting Notes

Meeting Notes document the weekly supervisory meetings held with each strategy and help monitor progress and accountability (appendix G).

Activity Reports

Activity Reports are simple forms completed by staff members, resource persons, community volunteers, and other individuals conducting activities that track detailed information about each activity's implementation, outcomes, and lessons learned (appendix H).

Strategy Summary Reports

The team or individual responsible for each strategy can write a Strategy Summary Report at the end of each phase. This report provides a summary of activities conducted, identifies successes and challenges, and proposes recommendations for the next phase (appendix I).

Phase Reports

Phase Reports document the lessons learned in each phase. Strategy Summary Reports can be compiled by the Project Coordinator to create an organisational, narrative Phase Report. These reports are important in documenting the Project's development.



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Learning Materials

Learning Materials in this phase of the Project aim to help community members take action. The materials can continue to suggest alternative ways of thinking and being that contribute to a safer and more respectful community environment. It is also important to provide encouragement and support through the materials and to recognize positive changes and efforts that community members are making.

Ongoing Activity

Distribution of Learning Materials (page 85)

Newsletters

A regular communication, such as a newsletter from your organisation, can be sent to all the people you are working with (e.g., staff, other professionals, NGO leaders, local community leaders, volunteers, etc.). In this way, you can connect various parts of the Project and build solidarity among groups involved. A newsletter can provide a structured channel of communication where you can document achievements, introduce important ideas, and build the capacity of those working on the Project. It keeps attention and focus on domestic violence and encourages dialogue among colleagues. Newsletters also serve as a useful place to bring together a variety of opinions and create solidarity around a shared goal. Newsletters are usually written with positive, upbeat, and simple language to sustain motivation of the readers and inspire action.

Steps

1. Establish a committee of staff members who will be responsible for producing the publication.
2. Set a timeframe for how often it will be produced (e.g., quarterly, bi-annually, or annually). Consider resources needed, budgetary implications, as well as your organisation's capacity.
3. Brainstorm themes for up to four issues so that each issue is different. For example, the theme for the first issue could be "What does domestic violence mean to you?" You could have quotes from a variety of professionals and community members, a story about a community member's evolving understanding of domestic violence, news of community institutions working on domestic violence, etc. Other themes could be:
 - What are the traditional beliefs around domestic violence?
 - Why is there sexual violence in relationships?
 - Economic injustice at home: Is this violence?
 - What is the community's response to domestic violence?
 - What are the support systems for women experiencing domestic violence?



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- What are the local and national laws regarding domestic violence?
 - Strategies for action: What can you do to prevent domestic violence?
4. Brainstorm the general format so it will be standardized in every issue. Many computers have word processing programs that provide newsletter layouts and templates that make this very easy. When planning the design of your newsletter you may want to consider the following suggestions:
- Keep it short. About four pages is usually a good length to start.
 - On the front page, be sure to include the title, your organisation's logo, and a one-sentence description of the newsletter (e.g., Kawempe Prevents Domestic Violence!).
 - On the front page, place an article and an image that complements the theme of the newsletter.
 - On page two, insert news, updates, and follow-up stories. List or describe activities or organisations working in your community to prevent domestic violence.
 - On page three, include an opinion section, such as an article written by a community member or collaborating NGO on a selected topic.
 - On page four, add any miscellaneous items, such as feedback, announcements, reminders, interesting statistics, requests for information, resources, letters/comments from readers, etc.
 - Maintain the same format and number each issue so that people know what to expect.
5. Develop a distribution plan for the newsletter. Make a list of all the agencies, institutions, and individuals you want to reach. You may want to consider including some of the following groups: local NGOs, police stations, social welfare officers, clinicians, local leaders, volunteers, religious groups, women's groups, schools, journalists, radio stations, newspaper, and youth groups. You may want to distribute it to community members living in areas where you have been doing focused work. If you have the resources and it meets your organisation's objectives, you might also consider a national distribution list.

Posters

In this phase, the learning materials can be used to encourage community members, institutions, and other groups to make the changes that they have been contemplating and seeing others make. Posters that emphasize the community's concern about domestic violence help people feel motivated about the changes they are making and inspire



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and a sense of progress are crucial to build momentum for community-wide change. Highlighting the positive changes made by certain community members can provide inspiration and ideas for others.



As with other activities in this phase, the emphasis is on encouraging and supporting others to take responsibility for the activities. Therefore, while you may choose to produce your own learning materials, it is also a good idea to help the community/groups/institutions you are working with to make their own. Many institutions will not have the resources to produce full-color, professionally printed materials. Demonstrating low-cost alternatives is important as it



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emphasizes that much can be done even with limited funds. Even photocopied sheets with a simple image can be adequate to let people know that the community is doing something about preventing domestic violence (appendix J).

Poster Ideas to Foster Motivation and Change

■ Work with local leaders to

produce posters that emphasize what the community has already done. For example: "Our community is taking steps to prevent violence. We report all incidences of violence to the police, we support victims of violence using domestic violence watch groups, and we have reduced incidence of violence by working with families."

■ Work with local clinicians and doctors to produce posters that state their commitment to prevent domestic violence. For example: "Your doctor is interested in knowing if your injury was due to domestic violence. Our hospital is on your side."

■ Work with the local police to produce posters that emphasize how they treat reports of domestic violence. For example: "Domestic violence is a serious offense! This police station has trained officers to take reports from anyone who has suffered domestic violence."

■ Work with local schools to produce posters that emphasize the school's role of protecting children's interests. For example: "Talk to your teacher if you see violence at home. Violence is wrong, no matter who commits it."



Card Games

Card games can be played anywhere and are enjoyed by adults and children alike. You may consider making card games that further question the community members' beliefs and behaviours. Use simple questions on small cards that describe scenarios or dilemmas and then ask the players: "What would you do?" These cards can create lively discussions and stimulate thinking on issues and situations that the players may not have considered. Brainstorm situations or questions with various groups working on the Project. For example, you could ask community groups to each come up with 40 questions and choose together the most appropriate questions

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for the game. You may want to color-code the cards for females and males or make up general situations that can apply to either sex. The cards can be produced easily by photocopying them onto heavy paper, if professional printing services are too costly.

Your friend insults your wife's cooking in front of you and others during a meal. You...

- a. laugh with him!
- b. talk with him after the meal and tell him you did not like his comments.
- c. compliment your wife's cooking in front of everyone.
- d. other...

Your husband hit you and you need medical care. The nurse asks you what happened. You say...

- a. "I'm very clumsy and fell."
- b. "My husband was angry and beat me."
- c. "My husband hit me but it was my fault."
- d. other...

Your husband says your son doesn't have to help around the house — it's girl's work! You...

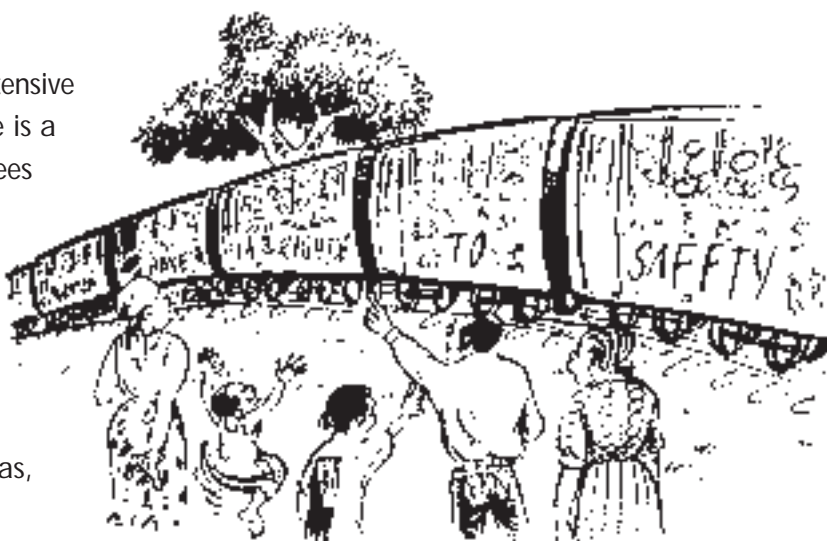
- a. agree, your daughters will do the work.
- b. feel angry, but say nothing.
- c. discuss it with your husband, and make a list of chores for your son together.
- d. other...

Community Collaborations

Involving the local community in activities that publicly demonstrate their commitment to preventing violence helps the whole community feel that positive change is possible and underway. Adding diverse voices to the same message creates credibility, a sense of shared responsibility for bringing about the change, and pride in the community's reputation. Furthermore, expanding the support base makes the work more sustainable and helps safeguard against potential resistance.

Painting Buses/Trains

Most urban areas have an extensive transport system. Usually there is a municipal authority that oversees how it is run. You could approach the appropriate local leader and convince them to paint colorful, attractive anti-violence messages on the local buses and trains. In some urban areas, the public transport system is privatized. You could develop good relationships with the business community and approach bus owners for permission to paint messages on their buses. One way of doing this is to appeal to their civic responsibility.



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Emphasize that a successful businessperson seen to be caring about their local community is good for their business and their reputation.

If you have the resources to lobby at the national level, you might want to consider targeting the national transport system, including the railway system. You might want to broaden the message (e.g., women's rights, promoting women's status within the country/culture, human rights) for national appeal.

Painting Buildings

Buildings can hold significant meaning in the lives of community members.

They are large, familiar, and durable landmarks to which people become attached.

Prominent buildings are often an important part of a community's identity and influence how people feel about their environment.

Thus, being able to paint a prominent wall of a large building with engaging anti-violence messages can have significant impact on the community.

Choose the building carefully to maximize impact. For example, look for a building with high visibility, near traffic and lots of people, and, ideally, one that is a long time landmark for community members. Create an up-beat, positive violence prevention message. Aim to have people feeling hopeful or motivated rather than guilty after seeing it. It is also important to choose a skilled artist with a distinctive style, someone who knows how to use colors to attract attention and can scale up their work to fit large surfaces.

Another consideration is whether to paint the inside or the outside of a building. For example, at a busy bus stop or a railway station, you might want to find a good outside wall. However, for some buildings, such as a hospitals or police stations, painting inside walls may have deeper impact since people wait in these places for a long time and would have the opportunity to reflect on the message and discuss it with others.



Containers

Containers of items used by community members on a regular basis are excellent places for communicating and reinforcing anti-violence messages. For example, messages can be printed on bags of food (e.g., rice, sugar, salt, beans, potatoes, etc.), on bottles of liquids (e.g., cooking oil, cooking fuel, water, soft drinks, etc.), jerry cans, buckets, etc. Use your imagination to identify other types of containers that are prominent in your community. If you develop a good relationship with the manufacturers of these items, they may even do it free of charge as a community service.



Clothing



In many countries, there is a rich tradition of writing proverbs or personal belief statements on items of clothing. For example, in Tanzania and Kenya, women wear large rectangular pieces of cloth called khanga that have messages on them. You could submit attractive designs with violence prevention and women's rights messages to the manufacturers and even advocate for their release into the market on significant dates. T-shirts, bags, and shoes are also good places to put anti-violence messages.

Co-Sponsored Advertising

Persuading businesses and other agencies to sponsor a violence prevention advertising campaign is another effective way of involving a diverse range of interest groups to unite behind preventing violence. A prestigious business with a solid reputation putting their name (and money) behind your message may enhance your credibility as well as theirs. A full-page advertisement in the national or local paper can get considerable attention. Other advertising mechanisms that the business might already be using can also be effective (e.g., radio, billboards, etc.).

It is important that you choose such public partners carefully. It may be counterproductive to associate your message with a business that has angered community members with disreputable practices, such as pollution of the environment or discriminatory hiring practices. Furthermore, it is crucial for your organisation's credibility to ensure that the Project is not controlled by big business, nor perceived to be.



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Sharing Lessons Learned

It is important to document the lessons your organisation is learning as you do this work and share them with others who are working on similar issues. It builds your credibility among a wider network of professionals and contributes effective practices to all similar efforts. This could be in the form of an annual report, best practices papers, articles in journals, or presentations at conferences and meetings. Stay informed about local, national, regional, and international forums for sharing your experiences.

Remember the following:

- Target your publication or presentation to reach the desired audience.
- Learn about how other people are publishing their experiences. Talk with knowledgeable colleagues and refer to relevant journals, periodicals, and books for guidance on the content and tone in which you could articulate your experiences.
- Structure your ideas and experiences to fit with the requirements of the publishers or conference organisers.
- When articulating lessons learned, it is important to talk about challenges you faced as well as successes you had. This will enhance credibility and help the reader or listener identify with your experience. Do not feel that the Project has to sound perfect! Ideas and activities that did not happen as hoped can be powerful learning tools.
- In some forums, it might be useful to summarize your experience in point form (e.g., Ten Lessons Learned).
- Present your work positively, recognizing that it is likely to evolve as you learn from your experience.
- Seek out respected colleagues to review your work. Be open to feedback and guidance.
- Find as many opportunities as you can manage to promote your organisation's work.



Strengthening Capacity

In this phase, Strengthening Capacity is focused on encouraging and supporting people taking action. Activities will celebrate achievements and emphasize crucial skills that enable individuals or institutions to take action.

Ongoing Activities

Weekly Check-Ins (page 43)

Staff Development Meetings (page 44)

Community Volunteer Sessions (page 87)

Staff Workshop

At this point in the Project, staff members have participated in the three residential workshops of



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the Community Activism Course. They have become skilled at working on preventing domestic violence and promoting women's rights in the community. This should be celebrated! Remember that, while it is important to recognize the successes and changes coming about in the community, staff progress and growth should also be acknowledged. Go on a picnic together, have a party, or go out dancing!

In this phase each staff member's work will become more specific and particular to your own setting and community. For example, the Project may emphasize working with health care providers or local leadership. Before any additional training, it is suggested that you carry out a needs assessment in which staff are asked, in interviews or through writing, to identify the areas in which they feel strong or weak. Based on the results, you could prepare a training workshop that targets the knowledge and skills that staff members need. You may choose to focus on concerns shared by multiple staff members. You may choose to get an outside facilitator, or better yet, identify staff members strong in the identified areas with whom you can share the facilitation. This helps strengthen the capacity of everyone involved.

Community Volunteer Workshop

You may choose to facilitate CAC Workshop 3 with the community volunteers (appendix Q, page 319). This training focuses on creating safe environments by advocating for women's rights. This is particularly useful for the volunteers at this stage, because they will be involved in the day-to-day work of promoting change within families and the community. By now, they are probably well known in the community for their violence prevention efforts, and people will look to them for guidance and support. Remember to set aside time in the workshop for any issues that have been challenging within the community, and maintain a positive, problem-solving attitude. Above all, take one evening to really celebrate their commitment and progress thus far!

CAC Workshop 3: Advocating for Women's Rights

Objectives

- Deepen understanding of the concept of advocacy.
- Identify skills and personal qualities of an effective advocate.
- Practice creating tools for advocacy.
- Review and update Action Plans for ongoing work.

ToRP Workshop and Follow-up Support

The final workshop with the resource persons, CAC Workshop 3 (appendix Q, page 319), will begin with a review of individual experiences. This will be followed by a collective analysis of how power is distributed within the community and what that means for members of the community. This analysis will emphasize the implications for women. Based on these discussions,

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the importance of changing the existing norms and decision-making processes that exclude women will be emphasized. Practical strategies for advocating for women's rights will be discussed as well as the personal skills and qualities needed to continue with this work. Finally, the participants will, once again, revise and update their Action Plans. Remember, though this is the final CAC workshop, you may choose to have an additional workshop in the final phase depending on the needs of the group.

CAC Workshop 3: Advocating for Women's Rights

Objectives

- Deepen understanding of the concept of advocacy.
- Identify skills and personal qualities of an effective advocate.
- Practice creating tools for advocacy.
- Review and update Action Plans for ongoing work.

Follow-Up Support

As resource persons start the process of institutionalizing change within their places of work, they may require additional support from you. Their work becomes more challenging in that they move from introducing ideas and building support to actually making tangible changes. You may choose to meet with resource persons individually after the workshop to devise a careful plan of support.

Recommendations

- Carefully analyze the Action Plans of each resource person and assess their feasibility and intended impact. What is the specific practice(s) that will change? How will you monitor progress and achievements?
- Ask resource persons what challenges, resistance, or problems they feel may arise as they try to implement changes. Brainstorm together how to avoid these. Are there things that can be done to diminish the obstacles?
- Discuss what resources may be needed. Be clear about what your organisation can offer. If there are gaps, try to identify other sources for human or financial resources.
- Confirm which monitoring and documentation mechanisms will be used. You may continue using the Activity Reports or design more specific documentation systems. Agree on objectives and activities and review the achievements on a regular basis.

DV Watch Group Workshop

Depending on the activities of this group, you may choose to continue strengthening the skills of DV watch group members using CAC Workshop 2 (appendix Q, page 298) or the ongoing training sessions that you have been using with CVs (page 87).



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CAC Workshop 2: Human Rights Awareness

Objectives

- Deepen understanding of the concept of human rights.
- Identify and practice listening skills needed to promote women's rights.
- Review and update Action Plans for ongoing work.

Study Tours

Study tours involve inviting relevant professionals to immerse themselves into your organisational culture over a predetermined amount of time.

Usually, this means allowing them to work alongside your staff and participate in pre-planned strengthening capacity activities to enable them to observe how your organisation applies the ideas and values it promotes in the community. Offering study tours allows your organisation to influence how other professionals approach their work. By allowing

visitors to observe and learn from your organisation, you will develop ongoing relationships with these individuals and amplify your organisation's impact. Your organisation could offer short-term (several days) or mid-term (one - two weeks) study tours or even longer-term study tours depending on your organisational objectives and the resources available.



Steps

1. Analyze if your organisation has the programmatic clarity, time, and resources to conduct study tours. You may want to see how it fits with your other priorities, what demands it will place on your staff and the organisation, and what impact it will have on your organisational goals. Is the activity a priority for your organisation? Does it help you accomplish organisational objectives?
2. If you decide to conduct the study tours, designate a member of staff to coordinate them.
3. Decide whether your organisation will offer short-term, mid-term, or long-term study tours.
4. Brainstorm the types of professionals you want to reach. For example, if you focus on the other NGOs working with women's rights, do you want to reach out to advocacy, service delivery, or community-based organisations? Is it more useful to focus on the leadership of the organisation or staff working on day-to-day project implementation?
5. Develop clear and specific objectives for the study tours.
6. Design a timetable of study tour activities to meet the objectives.

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7. Send out letters of invitation to selected professionals and institutions.
8. Enclose a brief pamphlet that explains the study tours and what the participants can expect.
9. Develop a pre- and post- study tour questionnaire to analyze impact.
10. Maintain a list of those that participate. Conduct periodic follow-up with them to monitor and assess the impact of the study tour on practice in the workplace.
11. Review lessons learned.
12. For those participants who require or request it, provide follow-up support.



Media and Events

In the Integrating Action phase, the Media and Events strategy plays an important role in keeping the community informed about the changes that individuals and groups are making around them. This will encourage and motivate people to also begin making changes in their own lives. Especially important in this phase is to highlight positive steps that community members and professional are making that contribute to preventing domestic violence. Celebrate large and small achievements in the media to help community members see that positive change is indeed within reach.

Ongoing Activities

Radio Programs (page 92)

Regular Newspaper Column (page 140)

Follow-Up with Journalists and Editors (page 141)

Success Stories

Stories in a popular medium (e.g., newspaper, radio, TV, etc.) that tell how a community is positively working together and lists achievements can help motivate others to take action. They can provide opportunities for individuals to feel that change is possible, model positive actions, and further the process of social change in a community. Furthermore, reading, seeing, or hearing their own community in a respected medium helps individuals feel attached to the reputation of their community and therefore take action against that which threatens it. Remember, a success story can range from a major hospital changing its policy to a volunteer helping a neighbour out of a dangerous situation.



Steps

1. Identify local actions/events that highlight positive change.
2. Identify a reputable journalist who has some knowledge of what has been happening in



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your community around domestic violence prevention.

3. Help them develop a story line or a brief sketch of one of the suggested ideas.
4. Provide logistical support by introducing the journalist to various people who can be interviewed.
5. Use your connections with influential people (e.g., community leaders, police, hospital administrators, etc.) to facilitate the journalist's access to information.
6. Provide the journalist with background information and context regarding domestic violence.
7. Provide support to the journalist on how the story is framed conceptually. Ensure that the story celebrates achievements and does not lapse into blaming individuals or negativity. The story should point out the work that still needs to be done while also congratulating the agencies and individuals who have made the current achievements possible.
8. Encourage the journalist and others in the community to take the credit for the story but ensure that your organisation is acknowledged.
9. Encourage the journalist to do a follow-up story after some time.
10. Take advantage of the publicity generated by the story to organise surrounding events that engage the aroused motivation.

March and Rally

A march is a powerful public statement about beliefs and an assertion of the values community members are working toward. Marches allow diverse sections of the community to come together in solidarity and provide an opportunity for public endorsement and support from prominent community figures. The event also brings the message of non-violence into public dialogue. It is important to

get together a significant number of people for a march or it loses its dramatic effect. A successful march can require

considerable preparation and coordination. It requires cooperation from a variety of sources and permission from municipal authorities.

Before or after a march, participants and community members can congregate for a rally that includes speeches and other activities related to the issue of domestic violence.



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Steps

1. Develop clear objectives for the march (i.e., why you want to do it and what you want to achieve).
2. Establish an organizing committee consisting of individuals from all the interested groups in the community.
3. Decide on a theme for the march.
4. Brainstorm all the work that needs to be done to organise the march, including:
 - Who will participate?
 - Who will communicate with the invited participants, and how will it be done?
 - What preparations do invited participants have to make? Who will support their preparations and ensure they are complete?
 - What route will the march take?
 - Who will be the guests of honor, and how will they be invited? Who will ensure that their speeches are appropriate and ready?
 - Who will make the banners and with what messages?
 - Which relevant authorities need to be contacted, and who will do it?
 - Are there any safety concerns?
 - What other activities will happen once the march has convened at a specific location and who will coordinate those activities?
 - How much will it cost? How will the costs be covered?
5. Divide the work so that all committee members take responsibility for ensuring the success of the event. Agree on a timeframe and deadline for each piece of work. Take notes during the meetings and circulate them to ensure that all the participants remember their commitments.
6. Hire someone to set up and run a sound system for the speeches given before or after the march.
7. Contact the local papers and radio stations for coverage of the event.
8. Agree to meet on a regular basis to monitor your progress and problem-solve.
9. Have fun!

Quilt

This activity helps community members remember those who have died as a result of domestic violence. The quilt can emphasize the value that the community places on individual members within it and sends a message of solidarity to those who are still living with domestic violence. It involves getting together a group of people to collectively create a quilt that will be displayed in a prominent place. You could also make any other type of art object (e.g., poster, mural) depending on the interests of community members.

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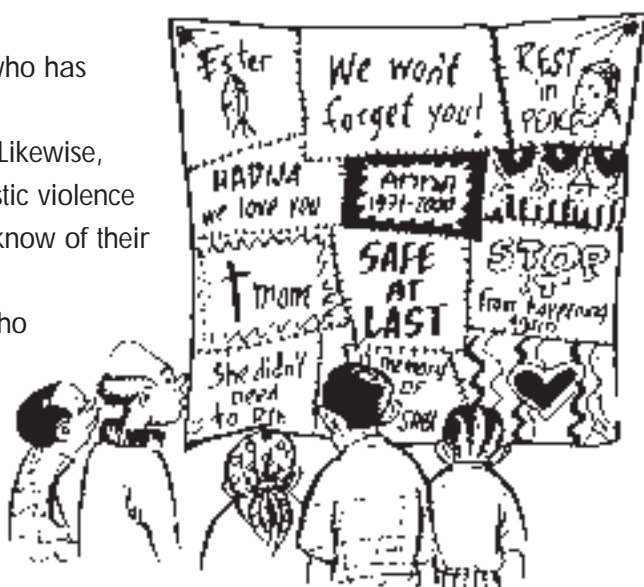
media & events

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Steps

1. Emphasize the idea that each individual who has suffered because of domestic violence is remembered and cherished by someone. Likewise, each individual who has overcome domestic violence is honored and celebrated by those who know of their courage.
2. If you are making a quilt, ask everyone who knows someone who died because of domestic violence, is still living with violence, or has overcome violence to bring a small piece of cloth (about 15 cm x 15 cm) to the place where the quilt is being created. The cloth may have personal meaning for the individual who is being remembered or the person bringing it. It may be a favorite kitenge or khangas or the woman's favorite color. They may choose to draw, sew, write, or paste something on their cloth in memory of their loved one.
3. Ask them to join their cloth to the quilt with the needle and thread provided.
4. If they wish, they can sign a petition that will be presented to a key decision-maker/leader who can take action to prevent domestic violence. This can be a police commissioner, judge, or other local leader.
5. When the quilt is completed, present it to the leader, together with the petition, at an official ceremony. Contact the media to have the event covered.
6. Remembrance murals, posters, or exhibitions can be done through a similar process.



Advocacy

In this phase, you will continue your advocacy activities with the various community groups (e.g., teachers, local court officials, local leaders, service providers, etc.) that you have been engaging throughout the Project. In the last phase, you emphasized the importance of group support and discussed ways groups could make changes within their areas of work or community. Now, the group's ideas will be put into action! Work strategically with each group to systematize their work to prevent domestic violence; support activities they have already begun or are now ready to initiate. The more the activities are integrated into their daily work, the more sustainable the changes will be. Remember to encourage and celebrate changes that the groups make. Additionally, in this phase you will be moving beyond the local groups and connecting with other organisations interested in working on domestic violence and women's rights, to pool skills and strengthen advocacy for change.

integrating action

Ongoing Activities

NGO Collaboration (page 101)
Local Leader Advocacy (page 103)
Local Court Advocacy (page 103)
Strengthening Service Provision (page 144)
School Outreach (page 148)

Lobbying

Lobbying is a focused investment of energy, resources, and strategic thinking to influence decision-makers. Effective lobbying addresses a clearly identified injustice and aims to persuade the decision-makers to:

- change a law or policy
- influence practice or resource allocation within the community
- provide or improve services

Once your organisation is established in the community and identified as an advocate for preventing violence against women, you are ideally placed to lobby for changes.

Remember the following:

- Lobbying involves presenting specific, action-oriented suggestions. It is not enough to say what is wrong with the current situation; you must be able to present a workable alternative.
- Lobbying involves building relationships with decision-makers and establishing credibility. This means you have to be careful about what you say and do in the community so that the decision-makers can see that you understand the complexity of governmental or institutional processes.
- Building credibility also involves being armed with data that emerges from credible research. Be sure of your facts and use them to strengthen your position. Be prepared to quote sources and justify your claims. This may mean learning about related laws or policies and how the individual or institution you are targeting feels about them. You will have to do some reading and investigating to prepare yourself.
- Often, a broad-based coalition (page 183) is likely to get more attention than a single organisation. Try to involve other organisations and individuals who have connections and influence with the decision-makers.
- If you are granted a meeting with a busy decision-



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maker, go prepared with facts, testimonies, and a summary of action points. Write down a one-page summary of your position and recommended action points that you can leave with the person you are meeting (page 56).

- Effective lobbyists work with, rather than against, the decision-makers and build relationships of mutual respect. They recognize that often the solutions are more complex than they appear and take time to implement.

Examples of Lobbying Issues

Below are questions relevant to specific sectors. They can help you start thinking about key lobbying issues, yet your community and organisation will certainly identify other issues and institutions. Remember that lobbying is about changing institutional behaviour in support of human rights for all people, especially those experiencing domestic violence.

Police

- Do police consider domestic violence a form of assault or do they dismiss it as a domestic problem?
- Do the police, as a matter of policy and with sufficient evidence, question and arrest the assailant when a domestic violence complaint is filed?
- Does a woman have to go through degrading or unrealistic procedures for her complaint to be taken seriously?
- Do the police offer sufficient protection to a woman who is in imminent danger of violence?
- Is there a particularly high incidence of domestic violence in a section of the community that the police are ignoring?
- Is there a standard protocol for taking reports of domestic violence?
- Is information on domestic violence and human rights included in police training?
- Has the police department invested sufficient resources in community policing?
- Has the police department created private space for women and children reporting violence?
- Is there a special unit or specifically trained individuals to assist women experiencing domestic violence?

Health Care Providers

- Do medical practitioners take reports of domestic violence seriously?
- Do they regularly ask about domestic violence when taking medical histories?
- Do they offer options in cases where there is obvious chronic abuse?
- Do health care providers have a clear policy regarding cases of domestic violence?
- Are there professional standards around confidentiality?
- Is information about domestic violence included in training for all students?
- Has the clinic invested in necessary equipment and space to provide quality confidential services or created active referral networks?

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Religious/Social Leaders

- Is there a particular section of the community that has high incidence of domestic violence?
Do the leaders of that community impose any social sanctions against the abusers?
- Do religious leaders invoke religious/spiritual texts to oppose violent behaviour?
- Have religious leaders committed to addressing domestic violence using methods within their means?
- Does training at the seminary or mosque include information on domestic violence and human rights?

Teachers

- Do teachers take student's reports of domestic violence seriously?
- Do teachers have clear guidelines on what to do if a student reports domestic violence?
- Do they have a policy of providing support and guidance to students who may want to report family violence?
- Does the school offer any follow-up support/action when they know a student is living in a violent home?
- Does the school provide any training to teachers on how to address domestic violence with students?

Assembling Coalitions

Coalitions are the coming together of various groups and the pooling of their skills and resources to lobby for a commonly agreed outcome. They usually exert their influence on lawmakers, persuade decision-makers to alter policy, and advocate change of institutional practice, all from a specific perspective.

Assembling an effective coalition is time consuming and may require significant administrative energy and political maneuvering. It involves uniting diverse groups, each with its own demands and motivations, behind a single cause. There may be struggles for power and significant internal disputes. However, if you are willing to invest the time and have the skill to coordinate one, a coalition can bring a range of interest groups together to put their voices behind preventing domestic violence. Coalitions can demonstrate to decision-makers that there is broad support for the issue and thus have a greater influence on their decisions about related policies. They can usually exert greater influence than any single member within it.

Steps

1. Develop clear and specific objectives for the coalition. What outcome will the coalition seek to bring about?
2. Carefully select the groups that you feel are potential members of the coalition. Approach the



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groups that have influence and a vested interest in the outcome sought. These groups should also be actively involved in violence prevention or promotion of rights, recognized in the community, likely to cooperate in a constructive spirit, and committed to devoting time and energy to a coalition.

3. Identify specific individuals within the chosen groups who have the decision-making powers, personal skills, and ability to commit their organisational/institutional resources.
4. Meet with these individuals to explore whether the coalition is a feasible idea.
 - What is the main objective of the coalition? What are the responsibilities of its members? How will the objective be achieved?
 - Establish operational mechanisms: How will the decisions be made? Will there be a chairperson? Who will keep the minutes of the meetings?
 - Clarify commitments: How much time and resources will the members be expected to commit? Will the coalition need staff to manage it? Will it need independent funding?
 - Develop a tentative schedule of activities.
5. Summarize the above thinking in a short concept paper. Circulate it among the potential members.
6. Based on the feedback, evaluate if the coalition will serve your purpose and whether it will be a cost-effective strategy.

High Profile Stories

When violence happens behind the closed doors of a home, neighbours may cope with the concern, anxiety, or fear aroused by dismissing it as a domestic problem. This is particularly true when community members feel there is nothing they can do or when the community at large is unsupportive of women's right to safety. However, when a particularly violent incident happens in the community and the incident or its consequences cannot be hidden, there are seldom ways to fully contain the trauma the community feels. When such an incident happens, you may choose to put the full influence of your organisation behind the issue and seek

justice publicly by raising the profile of the story in the media. This can help the community see that there are consequences for violent behaviour and that their outrage has a legitimate outlet. It will also heighten awareness of domestic violence and the need for change in the community.



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Remember that high profile stories do not have to involve prosecuting an assailant; the case does not have to end in legal action. Instead, the action could involve a public apology by the abuser, community service as decided by elders, or agreement to participate in counseling for violent behaviour.

Steps

1. Gather the facts as soon as possible after the incident.
2. Give the woman who has experienced domestic violence the support she needs or refer her to someone who can, regardless of whether she wants to report the incident to the police or take public action or not.
3. Interview the woman carefully and allow her to tell her story in her own words. Be careful not to influence how she tells it. Ask open-ended questions such as “What happened?” or “How did it happen?” instead of leading questions such as “Did he do it like this?” or “He did this, didn’t he?” It is important that you remain calm and focused during the interview.
4. Understand the situation that led to the incident. What were the circumstances? Does the woman want to take up the issue in a public domain? What will be the consequences for her? Discuss this thoroughly with her.
5. If you feel that there is a good case and sufficient evidence to lead to the conviction of the assailant, ask the woman if she wants to exercise that option. Seek legal advice, if appropriate.
6. Explain the other public actions that could be taken. Explore the possible consequences of taking these actions. Make sure that the woman understands all the implications. Only proceed if she gives clear consent.
7. Solicit help of committed lawyers, elders in traditional court systems, or church leaders who share the community’s outrage and are experienced at dealing with and/or prosecuting such cases.
8. Hold a press conference. Write a brief history and a clear description of what happened in a press release including your condemnation of such actions.
9. With one or two trusted journalists, develop a story for publication in the major media accessed by the community (e.g., local and national newspaper, radio, TV, etc.). Only use photos if the woman requests it and you have fully discussed the possible implications with her. Make sure they do not sensationalize the story.
10. You may want to organise a protest vigil (page 110). This could take place in front of the assailant’s house, in front of the courthouse, in a community gathering place, or at the police station. The vigil can be used to encourage a specific action.
11. Lobby influential leaders and public figures to make public statements condemning the behaviour and calling for justice.
12. If the case goes to trial, publish ongoing updates of its progress and ensure media attention is focused on the case.

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13. Convene a local community meeting to allow neighbours and other community members to express their views and outrage.
14. Develop community mechanisms to prevent a similar incident from happening in the future. For example:
 - Invite neighbours to establish a DV watch group that takes direct action when violence is heard.
 - Work with policy-makers, lawyers, or police to lobby for change in policy, regulations, laws, or appropriate application of them.
 - Work with the police department to develop a written policy on how to respond to such cases.
17. Document the case meticulously for future reference.

Seminars

Organise occasional seminars for selected community members (e.g., teachers, counselors, community leaders, police, judges, health care providers, restaurant owners, etc.) to share strategies and maintain attention on domestic violence prevention. These seminars can be aimed at participants from a variety of backgrounds who are actively working in the community to prevent violence. For ideas, refer to the descriptions of the Journalist and Editors Seminar (page 101) and the Community Leaders Seminars (page 96, 141).

Coordination Meetings

Often in communities, different groups are working on domestic violence or women's rights but are unaware of what others are doing on the issue. This results in missed opportunities for strengthening activities or the duplication of efforts. To avoid this, consider initiating coordination meetings. Invite a select group of activists who are working on preventing domestic violence to participate in a regular meeting (every one or two months) where the focus is sharing experiences and collective problem-solving. The meeting is an excellent forum for remaining aware of what others are doing, learning from each other, and coordinating activities.

Steps

1. Write a concept paper of no more than two pages to summarize your idea for the coordination meeting. Begin with a clear and descriptive title that will tell the reader what the paper is about and outline objectives of the meeting, potential topics of discussion, a brief description of how the meetings could be conducted, potential participants, and expected outcomes. You might even want to propose a venue and a time.
2. Identify a core group of activists and explain the purpose of the meeting to them. Share your concept paper and request comments and suggestions. If others are interested, have a meeting where the group further discusses the purpose behind and ideas for the coordination meetings.

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3. The meetings could be facilitated on a rotational basis so that it becomes a shared initiative rather than your organisation's responsibility. Each meeting could start with a short informal time where members have an opportunity to network followed by a short presentation (15 to 20 minutes) by the facilitator. The presentation could focus on experiences of or challenges faced in the work of preventing violence followed by a discussion, collective problem-solving, and activity coordination.
4. Reserve some time for other participants who might want to bring their own issue(s) for discussion.
5. If the issues raised are complex, one mechanism of response could be to identify a smaller group of volunteers, from among the participants, who will meet again and discuss the problem in more detail. This group could develop a draft of the policy, recommendations, or action steps they discussed as a response to the problem and bring it to the next meeting for further discussion and endorsement.
6. Convene the first meeting at your organisation and demonstrate how the meetings could be facilitated.



Local Activism

At this point in the Project, there are many individuals and groups working at the community level to promote change. Volunteers, DV watch groups, community action groups, employees of health centers and hair salons, among others, are raising their voices against domestic violence. The groups are probably well organised and have many ideas of how to encourage and take action within their own circles of influence. It is essential that you continue supporting each of these groups and, while suggesting ideas and activities, also encourage the groups to take the lead in deciding what is most appropriate and meaningful. The aim is for community members themselves to be at the forefront of the activities and change, not your organisation.

Maintaining the energy of these groups and their active participation will be easier if they see that their efforts are making a difference. Be sure to recognize their achievements in different forums such as the media, public events, success stories, community meetings, etc. Work with them through the challenging moments and celebrate their successes!

Ongoing Activities

Community Volunteers (page 57)

Booklet Clubs (page 105)

Community Action Groups (page 109)

Creating Supportive Environments (page 149)

DV Watch Groups (page 153)



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Ribbon Campaign

Change of behaviour requires support, positive role modeling, and ongoing encouragement. One way of motivating community members to prevent violence is to encourage as many households as possible to join a ribbon campaign. This campaign involves community members displaying a ribbon in a prominent location outside their homes to symbolically declare “This house is violence-free!” Seeing ribbons around the community helps create a climate of support and makes an ongoing statement against violence. It also sends out an assertive message to men who choose violence that the community does not approve of their behaviour.



Steps

1. Begin designing an attractive ribbon, placard, or other object.
2. Convene a meeting of local community leaders as well as community volunteers and explain the idea behind the campaign. If they are interested, involve them in the designing of the ribbon.
3. Ask each volunteer to identify at least ten households that they know are violence-free and award them the ribbon. Ask these households to display the ribbon in a prominent place outside their home, if they believe in its message.
4. Promote the ribbon and encourage community members to participate by contacting a community volunteer, member of a DV watch group or community action group, or your organisation to join the campaign.
5. Get journalists involved in publicizing the campaign in the newspaper, radio, and TV.
6. Ask local leaders to make public statements of support for the campaign.
7. If possible, get the local businesses to sponsor the campaign by asking them to cover the cost of the ribbons. You could get several well-known businesses to put their logos on the back of the ribbon, for a minimum contribution to the campaign, with a message encouraging prevention of violence (e.g., A Violence-Free Home is a Happy Home!).

Community Service

Many businesses may be willing to sponsor a specific service to the community to contribute to community welfare and enhance their reputation.

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For example, they may choose to sponsor:

- the establishment of a temporary shelter for abused women and children
- a bus service to a regional hospital
- a micro-credit program for women seeking economic independence from abusive relationships
- a set number of bus tickets per month or year for women trying to leave abusive relationships
- free legal services
- food or clothing on a monthly or quarterly basis for women and children living in or leaving violent situations
- apprenticeships for women to learn vocational skills

Creating relationships with businesses can be time and energy consuming and usually requires careful research or relationship building to identify appropriate sponsors, but they can be highly useful. You may consider persuading other agencies that are involved in similar work to take up the initiative rather than starting a new project within your organisation. In this case, you could offer collaboration and expertise in an advisory capacity to the agencies that take up the challenge.

Community Dialogues

Creating a forum for community members to gather and discuss their concerns about domestic violence and efforts to prevent it within their community can be a powerful mechanism for bringing people together. Similar to the community meetings (page 145) but usually more informal, these are open forums where key decision-makers may make themselves available (with a little persuasion from you) to answer questions and discuss what is or could be done. A dialogue is usually more informal than a meeting and can be held in the market, grounds of a school, or at the local leaders' offices. It is meant to be an open exchange of views and a way of involving community members in the process of communal problem-solving. Dialogues can be presented as consultative or problem-solving meetings or simply as an opportunity for people to speak their mind.

Recommendations

- Identify a central location for the dialogue so many people can attend.
- Advertise it widely through informal networks as well as in the media.
- Think deeply about how to make it accessible to women.
- Invite an appropriate person who can respond to the community members' concerns with sufficient authority and knowledge.
- Maintain ground rules to ensure that those who are not interested in working constructively do not sabotage the process.



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Local Theatre

If you discontinued the local theatre introduced in the Raising Awareness phase (page 112), you may consider initiating it again. The dramas can be useful in demonstrating changes of attitude and behaviours. If skillfully developed, the community drama performances can be based on the real struggles that people are facing in their own lives and relationships. Drama characters could include men attempting to change violent behaviour, families trying to raise girls and boys equally, women trying to be more assertive, couples learning communication or conflict resolution skills, or neighbours trying to influence friends to be more non-violent. Brainstorm common issues and struggles that community members are experiencing and work with community members to develop engaging and interactive local theatre performances.

Review

Congratulations, you have come to the end of Phase 4 of the Project! To help you assess if the community and your organisation are prepared to enter the Consolidating Efforts phase, you may want to use the following table and review questions. These tools were designed to help structure your reflection about the phase and to assess if your organisation met your objectives. It is useful to hold a staff meeting so all members can contribute their thoughts and opinions.

The following table will allow you to record all the activities you were able to complete within each strategy. In the spaces provided under each strategy, write the activities that were completed and the approximate number of community members reached with each activity. The table can also help you recognize the different groups of community members reached. If you have engaged a broad section of the community with varied activities and feel those activities were successful, this is one indication that the community will be prepared for the next phase.

As a group, review your SMART objectives from the Action Plans, to assess whether you have met your Phase 4 objectives. Reflect on and discuss what was learned in the community, the current level of staff capacity, and if staff members feel prepared to move forward with their strategies. It may be helpful for each staff member to present her/his Strategy Summary Report (appendix I) in the meeting. Review your expected outcomes and indicators, asking critical questions about the progress made. Ask yourselves questions specific to your unique implementation and vision of the Project. You may choose to revisit some of the strategies and activities to strengthen the Project before moving on.

Suggested Review Questions

1. Were you able to coordinate activities of a variety of groups and individuals so that they happened in concert and complemented each other? How many activities did you coordinate? Do you feel that the collective impact was bigger than the individual activities?

integrating action

What did you learn about the process of coordination?

2. Were you able to persuade a diverse range of community members and groups to get involved and put their resources and influence behind preventing domestic violence? How many different members and groups were persuaded to get involved? List some of the resources they contributed to preventing violence. Are there others that you have not reached?
3. Was there an increase in the number of activities happening throughout the community that were facilitated by community members themselves?
4. Have you established adequate training and support for the different groups involved?
5. Have you practically shown people how to coordinate activities in different spheres (i.e., the home, workplace, health centers, churches, etc.)?
6. Were you able to bring a variety of groups together to consider how domestic violence impacts on their community and work? How many groups did you bring together? Were they convinced of the effect domestic violence has on their work? How did you convince them? What did you learn from the experience?
7. What specific changes in practice or policy are happening with the resource persons, groups involved in advocacy activities, or journalists and editors?
8. Does the staff feel supported and inspired by the changes they see in the community?
9. How did you recognize and commend community achievements thus far?
10. Can you see positive action and change happening in the community, even beyond those working closely with the Project or in different sectors?
11. Do community members, partners NGOs, stakeholders, and staff members feel a change in beliefs and practices in the community?

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review

	You and other NGOs	General Community Members	Community Volunteers	Community Leaders/ Officials
Learning Materials				
Strengthening Capacity				
Media and Events				
Advocacy				
Local Activism				

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phase

5

consolidating
efforts

consolidating efforts

Overview

In the previous phases, you assessed the community's needs, raised awareness of domestic violence, brought various groups committed to making positive change together, and supported and coordinated activities and actions in the community to prevent domestic violence. You have facilitated a process of change with individuals and groups. In this final phase, you will work to sustain these efforts for change. Consolidation means to



unify and strengthen, and, in this phase, you will work to solidify community efforts and strengthen the long-term sustainability of the community's achievements. The Consolidating Efforts phase will involve focused attention on the community and chosen sectors to assist them in further developing long-term, sustainable practices. This includes creating mechanisms to ensure that women's priorities and rights become a regular part of the decision-making processes.

This phase of the Project corresponds to the final step of the Stages of Change Theory: maintenance. At this stage, community members can see the benefits of change and are motivated to sustain it. However, supportive mechanisms need to be put in place to institutionalize the changes that have been made so that they become a regular part of every day life. Long-term mechanisms include changing policies, practices, and protocols within various sectors, institutions, and community systems to incorporate a gender-based analysis of violence and emphasis on women's priorities, specifically relating to the overall aim of preventing violence against women.

Overall Objectives

- Develop strategies to maintain the community's capacity to prevent violence against women on a long-term basis.
- Assist chosen sectors to build on and sustain structural changes that prevent domestic violence and promote women's rights.
- Assist community members to sustain mechanisms that advocate for women's priorities within community decision-making processes and resource allocation.

Focus: Institutionalizing Change

In this phase of the Project, there will be considerable momentum in the community for change and action. Things will be happening within different sectors based on all the work you have done so far with the different individuals, groups, and institutions. An important aspect to stress in this last phase is that, for the positive changes to remain, specific measures have to be taken that ensure that domestic violence and women's rights will be kept on the community's agenda.

consolidating efforts

Policy changes and monitoring mechanisms must be valued for their intended purpose rather than used to maintain a superficial image of change while the old behaviours continue as they did before. Therefore, this phase focuses on work aimed at institutionalizing change. With each strategy, you will strive to incorporate changes that will remain functioning in the community for many years to come.

Key topics for discussion in this phase include:

- Change can become regular practice if certain practical measures are put in place that standardize and enforce change.
- Change requires regular reinforcement for it to become normalized.
- Non-violence benefits women, men, children, families, and the community, but ultimately is an issue of justice and women's human rights.
- The practical, long-term gains of an end of violence for women.
- Recognizing and celebrating pro-woman practices.

Approach: Strategizing, Solidifying, Sustaining

Over the last four phases, all the investment and energy put into working on domestic violence prevention by your organisation, community members, and professional sectors has brought about positive changes in the community. In this last phase of Consolidating Efforts, the aim is to sustain the positive changes that have been made and further develop ways of promoting safe, happy, and healthy relationships. This requires strategic thinking. It is important to work closely with each different group to understand their environment (i.e., the community, schools, health centers, police stations, etc.) from their perspective. Draw on your wealth of experience and knowledge of the community and local institutions to help groups solidify and sustain the efforts and achievements. Going through a long and detailed process of change with a community requires endurance, especially for this final work of creating mechanisms for institutionalizing change. Focused efforts in this phase will help protect and enhance the substantial investment you and your community partners have made thus far.

Activity Ideas

On the following page is a list of all of the activities described in the Consolidating Efforts phase. Each activity is categorized under the strategy with which it corresponds. It is important to complete at least one activity in each strategy to adequately reach a diverse cross section of community members. Conducting as many activities as you reasonably can within each strategy will increase community members' exposure to the ideas and maximize your impact.

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Action Plans

Create Action Plans, at the beginning of each phase, that state your objectives and the key activities you want to accomplish to achieve those objectives. It is recommended that you create an Action Plan for each strategy and then put them together to create an overall Action Plan for the phase. Organise a meeting to discuss the Action Plans as a group.

Completing Action Plans

Steps

1. Ask staff members to read the description of the current phase before coming to the meeting, especially the objectives, focus, and activity descriptions. If staff members are experienced in planning, they could come prepared with draft Action Plans for their respective strategies, otherwise they can be done collectively.
2. As a group, briefly review the objectives and focus of the phase and make any changes or additions you feel are appropriate for your organisation and community.
3. For each strategy you plan to use, develop SMART objectives (page 201).
4. On flipchart, list the chosen activities for the first strategy (i.e., Learning Materials). Choose your activities from the Resource Guide and from your own experience. Select activities that will help you achieve your objectives. Remember to include ongoing activities.
5. Fill out an Action Plan sheet for the first strategy. Write your objective(s) for that strategy, and list and describe each activity according to the information requested for the various columns (see appendix E for an Action Plan Column Guide).
6. For each strategy, repeat steps 3, 4 and 5. Take care to remain realistic and focused on the objectives. Remember, it is important to have a variety of activities, at least one from each of the five strategies.



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Strategy:

phase:

Strategy Objective(s): -

[illegible]

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7. Compile the Action Plans for all of the strategies to create an overall Action Plan for the phase. Assess the number of activities, timeframe, and capacity of the staff to make sure your plans are feasible.

SMART Objectives

Precise work and positive outcomes come from meaningful objectives. One useful tool for developing meaningful objectives is to ask yourself: “Are they SMART?”

Specific	Does it state exactly what you want to achieve?
Measurable	How will you measure progress?
Attainable	Is the objective realistic and achievable?
Replicable	Will others be able to replicate your success?
Time-Bound	When will the objective be achieved?

Monitoring and Documentation

Learning as you implement this project is a crucial part of directing your work and developing future Action Plans. Learning is enhanced through monitoring and documentation mechanisms. Focus attention on how you are monitoring and documenting progress and ensure that the mechanisms you put in place will allow you to effectively review the ongoing work and reflect on your experience at the end of the phase. Ensure that regular monitoring activities are conducted and consider using the documentation forms described below to keep written records of your progress.

Meeting Notes

Meeting Notes document the weekly supervisory meetings held with each strategy and help monitor progress and accountability (appendix G).

Activity Reports

Activity Reports are simple forms completed by staff members, resource persons, community volunteers, and other individuals conducting activities that track detailed information about each activity's implementation, outcomes, and lessons learned (appendix H).

Strategy Summary Reports

The team or individual responsible for each strategy can write a Strategy Summary Report at the end of each phase. This report provides a summary of activities conducted, identifies successes and challenges, and proposes recommendations for the next phase (appendix I).



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Phase Reports

Phase Reports document the lessons learned in each phase. Strategy Summary Reports can be compiled by the Project Coordinator to create an organisational, narrative Phase Report. These reports are important in documenting the Project's development.



Learning Materials

The learning materials in this phase will aim to consolidate the progress made toward preventing violence in the community by institutionalizing or formalizing change. In this phase, encourage and assist the groups you are working with to develop their own learning materials. Many groups will need only minimal support, especially if they have been working closely with the Project. However, in some cases, you may have to provide examples or facilitate the process with them. Also, if they have financial constraints, you may need to supply some materials. In any case, make sure community members and professionals are actively participating and that you strengthen their capacity to design materials on their own in the future.

Ongoing Activities

Distribution of Learning Materials (page 85)

Newsletter (page 166)

Sectoral Learning Materials

Depending on the groups that have been engaged in the efforts to prevent domestic violence thus far, consider working with them to create their own learning materials that are specific and relevant to their sector. The process of creating materials for one's own workplace can be a powerful learning experience and contribute toward an increase in ownership and motivation for the project goals. Sectoral learning materials can be public declarations of the values of institutions, which is important for ownership and sustainability of changes.

Recommendations

- Review Guidelines for Creating Learning Materials (appendix J).
- Ensure that learning materials for a specific sector address the issues and policies within that sector.
- Base materials on values as well as skills (i.e., address the values of preventing domestic violence and address the skills needed to make or maintain change). For example, a poster that reads: "Women have a right to safe and fulfilling relationships!" is addressing values. Whereas, a poster that reads: "Ten things you can do to prevent domestic violence..." is addressing skills.
- Ask influential members of the sectors you are targeting to endorse and promote the materials.
- Review the following sectoral examples.

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The following are ideas for learning materials within different sectors. You may also have your own ideas based on the local context or ideas from the partners with whom you are working.

Health Sector (i.e., hospitals and clinics)

Booklets or information sheets on

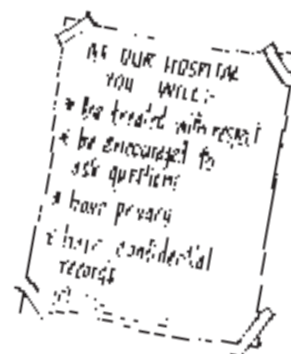
- domestic violence and HIV/AIDS
- domestic violence warning signs
- how to develop a safety plan
- referrals to other social services and health providers

Pamphlets on

- how a healthcare professional can contribute to preventing domestic violence
- how to screen clients for domestic violence
- the negative consequences of domestic violence on women's health

Posters on

- the benefits of counseling and what to expect from a counselor
- the service provider's commitment to quality of care
- the patient's rights and responsibilities
- the service provider's rights and responsibilities
- listening to and respecting clients



Security Sector (i.e., police department)

Booklets or information sheets on

- the five things the police force does to prevent domestic violence
- police protocol when domestic violence is reported
- legal options for women reporting domestic violence
- legal consequences for perpetrators of domestic violence

Posters on

- women's right to safety (series of posters recommended)
- departmental policy for dealing with domestic violence reports
- community members' rights at the police station
- police department values and responsibility toward the community



Social Sector and Governing Sector (i.e., community leaders and members)

Pamphlets or information sheets on

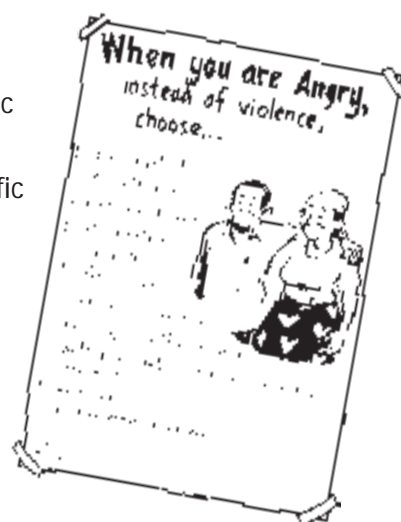
- the impact of violence on families



- the types of services available for women experiencing domestic violence
- by-laws or procedures related to domestic violence

Posters on

- communal responsibility to prevent domestic violence
- belief statements of various religious communities about violence (made by religious communities themselves)
- how the community's culture and tradition discourage violence
- a declaration of zero tolerance for violence (mural also recommended)
- lists of all the things the community can do to prevent domestic violence
- a declaration of the community's commitment and what specific members will do to prevent domestic violence (mural also recommended)
- a community belief statement on violence and equality
- the available services/support for women experiencing violence in the community
- a declaration of violence-free zones



Education/Information Sector (i.e., schools and media)

Booklets or information sheets on

- how domestic violence affects children in general
- how violence affects children's development
- things a teacher/school can do to prevent domestic violence in children's lives

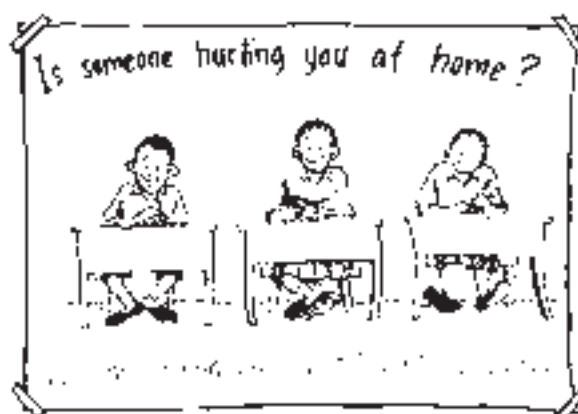
Pamphlets on

- a criteria checklist for newsrooms on ethical reporting of women's issues or domestic violence

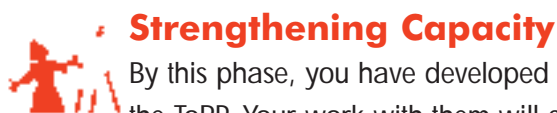
- a journalist's code of ethics

Posters on

- a journalist's code of ethics
- components of a good story
- things to avoid when reporting on domestic violence



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Strengthening Capacity

By this phase, you have developed relationships with key resource persons through the ToRP. Your work with them will continue as you support them in institutionalizing change in their workplaces. Provide them with information, tools, training, and any other support necessary to convince their colleagues about the importance of establishing mechanisms that address domestic violence. You will also continue strengthening the capacity of community leaders, volunteers, and staff.

Ongoing Activities

Weekly Check-Ins (page 43)

Staff Development Meetings (page 44)

Community Volunteer Sessions (page 87)

Study Tours (page 176)

Domestic Violence Watch Group Workshop

The DV watch group will by now have become an essential component of the support system within the community. It is important that you invest time and energy to sustain this important community group. Depending on the activities of this group, you may choose to continue strengthening the skills of DV watch group members using CAC Workshop 3 (appendix Q, page 319) or the ongoing training sessions that you have been using with the CVs (page 87).

CAC Workshop 3: Advocating for Women's Rights Objectives

- Deepen understanding of the concept of advocacy.
- Identify skills and personal qualities of an effective advocate.
- Practice creating tools for advocacy.
- Review and update Action Plans for ongoing work.

ToRP Follow-Up

You may choose, as a group, to develop a fourth workshop based on the needs expressed by the participants. The workshop could follow a similar pattern to that of the other three workshops (i.e., review Action Plans, conceptual development and skill building sessions, and then revision of Action Plans). However, you may also choose to follow a different format and invite participants to help you design and facilitate activities. Some may even have activities and topics in mind. Whatever you choose, ensure it helps participants build on what they have learned together as a group.

During the ToRP workshop in phase 4 you developed a detailed follow-up plan to support the



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efforts of the participants. It is important that you plan a substantial amount of time to monitor activities and offer one-on-one support. It is suggested that you call the group together for meetings or short seminars several times throughout this phase as the resource persons will benefit from the support and interaction with their peers. It will also be important to focus your interactions and support on their sector and workplace. They may need technical assistance as they set out to make policy level changes. Whenever possible, involve the senior leadership of the sector so the changes are endorsed and promoted by key individuals within their workplace. Remember to celebrate, recognize, and publicize important steps that have been taken.

Short Courses

Short courses are a systematic way of strengthening capacity in the community. They require a minimal time commitment from the participants, yet they can introduce them to your organisation and the way you are working. They also provide professional development for many individuals who may feel unsupported or isolated in their workplace. The courses could be a one-day or two-day event with specified qualification requirements to enroll. You may also choose to use some of the activities from the Community Activism Course (appendix Q).



Topic Ideas for Short Courses

- What is domestic violence?
- As a professional, what can you do about domestic violence?
- What is the cycle of violence?
- What are the skills of an effective listener?
- What are the social and economic costs of domestic violence?
- How can we build community support structures?
- What is the community's role in preventing domestic violence?
- What is the impact of domestic violence on the family?
- How can we develop effective learning materials for activists?
- What are the health implications of living with domestic violence?



Media and Events

Events that occur regularly become part of the community's culture and promote an acceptance of a shared value system. They can engage the creative energies of the community toward refining community concerns and serve to motivate and sustain interest in preventing domestic violence. In this phase, you may choose to develop regular events that bring people together to focus attention on domestic violence.

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Ongoing Activities

Radio Programs (page 92)

Regular Newspaper Column (page 140)

Follow-Up with Journalist and Editors (pages 96, 141)

Annual Conference

Gathering professionals on an annual basis to discuss domestic violence can have a deep impact on the practice within a sector. It provides peer support and inspiration, an opportunity for networking, and a forum for discussing one's experiences. Invited speakers and participants can learn from each other and create practice norms. The organisation/institution that coordinates the event develops credibility and earns recognition from the participants.

Recommendations

- Organise the conference around a theme. All speakers and facilitated discussions should address various aspects of that theme.
- Observe how other people are organizing conferences. Attend conferences organised by others and observe the different conference styles. Make notes on the logistical steps taken by organisers and ask the organisers questions to understand how they planned and solved problems.
- Understand the complexity of organizing a conference. Organizing a conference is a time consuming enterprise. Depending on who is invited, it can be logistically demanding and expensive. It can require the administrative skills and collaborative efforts of many individuals. However, if your organisation has the capacity to organise it, it can have a wide impact. If not, you may want to collaborate with other organisations/institutions or encourage those that have the skills, knowledge, and capacity to take on the task.

Domestic Violence Awareness Week

Organizing a community-wide Domestic Violence Awareness Week could initiate an annual event in which community members remember and focus attention on the issue. You could encourage all the community groups and sectors you are working with to join in and initiate associated activities within their own environments. You may choose to hold a Domestic Violence Awareness Week during the 16 Days of Activism Against Gender Violence, from 25th November to 10th December each year. All around the world, organisations interested in women's rights mount intensive awareness campaigns during this time.



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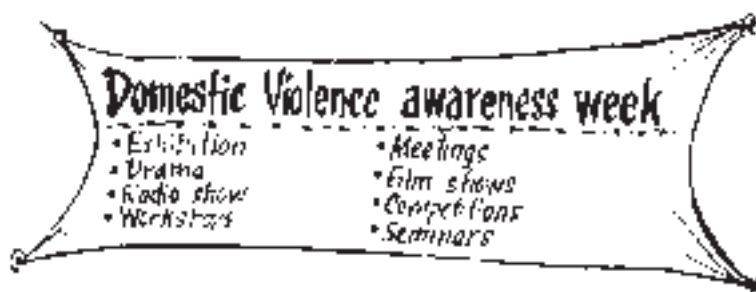
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Ideas

- Hold a march and rally to kick-off the week.
- Encourage community members to wear badges/pins/ribbons about domestic violence.
- Hold meetings with individual sectors that emphasize awareness of domestic violence.
- Show documentaries or provide other forums where people within a sector learn about and discuss domestic violence.
- Hold public events, such as press conferences or an open house, where leaders and invited speakers articulate what a sector is doing and needs to be doing to prevent domestic violence.
- Hold workplace or community dialogues throughout the week that explore the issues of domestic violence and women's rights.
- Write stories for the media that declare the practice or beliefs of professionals or community members who are working to prevent domestic violence.
- Create exhibitions that explain policies and practices within sectors and the general community.
- Create short dramas that are performed in the community followed by a facilitated discussion.
- Advertise on the radio, TV, and local newspapers.



True Stories

Stories are a powerful way of communicating values and personal experiences. A well-written story can affect readers deeply and can even change their perspectives. Stories about the lives of women who have overcome domestic violence can help many community members understand what it feels like to experience domestic violence. This can increase empathy and build understanding and resolve. It can also help the person whose story is being written to express her feelings. However, it is important that the person, whose story is being told, explicitly agrees to tell her story and understands the implications of publishing personal information. The woman may want to maintain her privacy by not using her real name.

You may also want to encourage men to write about their experiences of changing abusive behaviour. Also, consider stories about how someone helped an abused friend or relative or how it felt to grow up in an abusive home. Make sure, if it is not your organisation writing the story, to provide support and feedback to the author. The stories could be produced in a written format, as a story tape, or even as a small booklet. They may even be published in the local or national newspapers, read on the radio, or dramatized on TV.

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Ideas

- Encourage staff members who are good at writing stories to research and, with consent, write about community member's personal experiences and to publish what they write as a collection of short stories.
- You might have access to a talented writer within your community who may be willing to write about domestic violence. You could introduce the writer to women who have experienced domestic violence and encourage her/him to write about it. The writer could develop a collection of women's narratives that could be published by your organisation, an independent publisher, or even the writer her/himself.
- Write stories about 'change makers' in your community. Describe how they became committed to preventing domestic violence and the actions they took to create positive change.



Equipping Journalist and Editors

An important aspect of consolidating your work with journalists and editors is to convince them to publish more stories about women's rights and domestic violence. Your organisation can influence their perspectives and equip them with the necessary information and skills to analyze the issues fairly.

Ideas

- Develop tools to help journalists and editors analyze their stories to ensure they are fair representations of women's priorities. This may be an extension of the Checklist for Journalist and Editors (page 96). A checklist of questions could include: What kind of violence is being committed against her? What short/long term impact will it have on her and her family? How could the community have helped her? What is the community's responsibility in this situation?
- Short-term study tours, seminars, and workshops for key journalists and editors can strengthen their understanding of the issue of domestic violence and its impact on the community. It can also help you build relationships with them.
- Establish a credible database of information and develop resource packages that collate useful information. Solicit information and resources from a variety of sources. Try to have copies of important international and regional conventions and documents (i.e., CEDAW, DEVAW, Banjul Charter, etc.) and, if possible, information on national and local policies and laws, all translated in your local language. Summarize information and highlight its significance. Also, collect practical resources that suggest alternative behaviours or enrich

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conceptual understanding of the issues. This will allow journalists to research their stories effectively and frame them with appropriate facts.

- If you have the financial capacity, commission professional researchers to gather important information that can be used to publish compelling stories.
- Hold regular press conferences to attract and maintain attention on the issue of domestic violence. Press conferences can be used to highlight a particular incident, recognize a particular achievement, launch a new initiative, etc. You may even choose to have a regular press conference to give an update on your work.

Community Monument

When a community recognizes the reality of domestic violence and makes a public statement about preventing it, it contributes to affecting social change. One way of helping the community to keep domestic violence on the community's agenda is to build a monument in a prominent place within the community. The monument can be a symbol of the community's commitment toward preventing domestic violence. It can be a simple structure such as a mural, a brick structure with a statement on it, or a sculpture. You may even want to run a competition between local community members or artists for the design of the monument.



Steps

1. Identify a possible location for the monument. A good location is a prominent, central place in the community where lots of people would go past it on a regular basis (i.e., in a market, on a roundabout, near the post office, in a public park, etc.). It is also a place where the monument is least likely to be vandalized, such as away from a bar or place of entertainment.
2. Introduce the idea and gain community support through local leaders and community groups.
3. Ask a journalist to write a story about the proposed plan and monitor the reactions.
4. Call a town meeting to propose the idea and, if it is accepted, finalize a location.
5. Obtain permission from the local and community authorities to build the monument at the selected location.

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6. Run a competition to design the monument. Guide the design process by developing criteria, such as the appropriate size of the monument and the use of art that respects community beliefs, inspires change, and makes a strong anti-domestic violence statement (though not necessarily in words).
7. With a community committee, select an appropriate design and announce the winner.
8. Encourage businesses and local groups to contribute toward the cost of the monument.
9. Commission the work.
10. Invite a well-known person to unveil the monument in a ceremony and with media coverage.
11. You may also want to create a small exhibition near the monument that discusses the impact of domestic violence on women and the community.



Advocacy

In this phase, advocacy focuses on convincing decision-makers and opinion leaders to continue directing their attention and resources to preventing domestic violence. It involves persuading them to establish ongoing forums for discussions in their respective sectors and community and encouraging development of mechanisms that sustain such dialogues. It involves developing a culture that takes into account women's needs as equal and valuable members of the community. You may choose to do the following activities with some of the groups you have been working with throughout the Project (i.e., local leaders, local court officials, service providers, teachers, etc.).

Ongoing Activities

NGO Collaboration (page 101)
Local Leader Advocacy (page 103)
Local Court Advocacy (page 103)
Strengthening Service Provision (page 144)
School Outreach (page 148)
Lobbying (page 181)

Professional Bodies

An important aspect of professional life is feeling that one is a member of a group that has an established standard of practice and an ethical code. Doctors, for example, may belong to a Medical Association, nurses may belong to a Nurse's Guild, teachers may associate with a teacher's union, and journalists may work with a national regulating media body. These professional bodies usually have membership criteria that a professional must subscribe to and fulfill to be recognized as a member. Membership is important to a person's professional identity and hence may wield substantial influence on the professional practice of members. Thus,

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working closely with these bodies to incorporate an ethical code or a policy on how to deal with the issue of domestic violence can have a far-reaching effect. Think of the groups you have ongoing relationships with and the professional bodies with which they may be associated.

Working with Professional Bodies

Working with a professional body is an intensive strategy that requires substantial investment of time and relationship building. It may require working closely with influential leaders of the body and even assisting with the drafting of policies or codes. It also requires the leadership to be able to involve and inspire its staff and associated professionals in the design and practice of new policies or codes.

Examples of Professional Policy Standards and Codes

- Patient's Charter: outlines the values of a health care institution and the rights that a patient has when s/he seeks medical care from a member
- Standard Practice Policy: guides actions of those providing professional services (i.e., police officer, social welfare worker, health service provider, etc.) to women experiencing violence
- Code of Ethics: outlines the core values and principles of the profession
- Code of Confidentiality: outlines confidentiality rules for any service delivery organisation/institution dealing with clients
- Policy on Data Collection: outlines data collection guidelines for incidence of injury due to domestic violence
- Professional Responsibilities: outlines professional responsibilities of a police officer when taking reports of domestic violence, of a social worker when working with a someone who has experienced domestic violence, or a teacher when suspecting that a child is living with violence

Facilitating Development of Professional Bodies

In some instances, a professional body may not exist, and you may choose to work with the leaders of various sectors to develop one. For example, if you are working with a group of health professionals who offer counseling as part of their work, you could help them form a professional body that sets counseling standards.

Steps (using the example of a professional body for counseling)

1. Persuade leading counselors that a professional body that sets and monitors standards for the practice of counseling is beneficial to both the counselors and their clients. Explain that the body could:
 - improve quality of service
 - standardize practice

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- provide guidance on controversial and ethical issues
 - provide professional support and networking possibilities
 - elevate status of the practitioners if the governing body is deemed prestigious
2. Invite leading counselors and counseling trainers to a meeting to develop the body's constitution (i.e., a document that outlines how, when, where, and with whom this body will operate). Does it need legal registration?
 3. Encourage discussion of experiences to establish a shared value system.
 4. Elect a governing body and decide when it will become functional.
 5. Develop membership criteria. Will members have to pay to join? How will the body fund itself?
 6. Guide elected leaders in answering the following questions:
 - How will the body elevate the professional status of its members?
 - Will it offer certificates of membership?
 - How will it promote itself?
 - How will it maintain standards?
 - What disciplinary powers will it have?
 7. Ensure the issue of domestic violence is addressed in operational policies.

Tools for Professionals

A tool is a device that makes a task easier. A physical tool such as a hammer or a screwdriver reduces the amount of physical work needed to complete a task. Similarly, conceptual tools help professionals complete their work and bring about the desired outcome with greater ease. Many of the community members and professionals you work with may find it useful to develop tools to assist themselves and their colleagues in carrying out their job responsibilities. For example, a tool to help police officers when taking a domestic violence report could be a standardized checklist of what to do.

Sample Police Checklist for Taking Domestic Violence Reports

1. Have a trained person take the report.
2. Take the report in a private place.
3. Fully inform the woman of her rights as a victim of violence.
4. Remember, the woman may not be thinking clearly, so listen carefully and patiently to what is being reported.
5. Ask questions to clarify what actually happened.
6. Never judge or criticize the woman.
7. Repeat back to the woman what you understand and are officially recording.
8. Offer an opportunity for her to add anything that she might have forgotten.
9. Allow the woman to read the report or read it back to her in its entirety.

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10. Explain to the woman what steps you need to take and what options are available to her. Discuss the options with her until she feels informed enough to choose a course of action.
11. Explain carefully the other things she needs to do to ensure her report is treated seriously or to make it complete (e.g., she may need a doctor's report regarding injury, to name a witness, to get a letter from her local council representative, or to fill out other official forms).
12. If available, refer the woman to agencies that can help her, such as non-profit organisations or social welfare services.

Ideas for Other Professional Tools

- **Diagnostic Tool:** to help doctors and nurses identify potential cases of domestic violence (e.g., a list of symptoms and behavioural characteristics to watch for)
- **Counseling Tool:** for health professionals who offer services to women experiencing domestic violence (e.g., ten things to remember when working with a woman affected by domestic violence)
- **Research Tool:** for individuals who want to learn about incidence and experience of domestic violence in a given community (e.g. ten things to be aware of when conducting research on domestic violence)
- **Project Implementation Tool:** for staff and other colleagues (e.g., ten things to remember if you are working to prevent domestic violence in your community)

Knowledge Sharing Meetings

Knowledge sharing meetings are an important way of developing a shared professional culture as well as an opportunity for collective problem-solving. They may evolve into a forum where more experienced members of a professional group model the profession's values and act as mentors for younger or less experienced professionals. The meetings are a valuable way of sustaining a professional value system that promotes women's interests, especially if the meetings involve senior members of the sector taking a leadership role. This process is different than that of the coordination meetings (page 186), in that individuals, their skills, and their knowledge are the focus, not the activities of their organisation. However, this could be a sub-activity for members of the coordination meetings, if appropriate.

Sectoral Newsletters

If there is considerable activity on domestic violence within a sector, the professionals involved may want to develop a form of regular sectoral communication, such as a newsletter or quarterly report, to create a forum for ongoing discussion. These communications keep attention on a particular topic and encourage dialogue among peers. They can foster a culture of accountability and critical thinking and serve as a useful way of reinforcing ideas and suggesting new ones (page 166).

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Community Charter

If you are working in a well-defined community with established community leadership, one way of protecting and promoting women's rights is to advocate for a community charter. This is a written document that outlines the community's vision of a shared value system, the rights that each individual has within that community, and the responsibility that the community has of upholding those rights. The charter does not have to be a complicated document. It can be a simple statement of community beliefs and values and of what the community will do to protect and reinforce these beliefs and values. Although, in most communities, the charter may not be legally binding, if developed in a participatory way with visionary local leaders, it can have a strong moral presence.

Benefits of a Community Charter

- Community members can appeal to the values stated in the charter to advocate for change.
- It can guide the local leaders in arbitrating local disputes.
- It can help the community to establish practical mechanisms toward preventing domestic violence.
- It can help focus the energy of the community to solve problems.
- It can bring a sense of fairness, belonging, pride, and optimism to the members of the community.

Steps

1. To evaluate whether it would be useful and realistic to develop a community charter with the community you are working in, consider the following questions:
 - What useful purpose would the charter serve in this community? Are community members sensitized enough to actually use it or will it become just a statement without any moral force?
 - Will the charter help in promoting women's rights and priorities in this community or will it become an empty statement behind which the leaders will hide their inaction?
 - Is the community cohesive enough? Are there enough people who want it and would participate in and support its development?
 - Are there visionary local leaders who can convince the community that it will be useful?
 - Is there a tradition of community problem-solving that appeals to local leaders for guidance?
2. If you feel a community charter would be useful in your community, hold a seminar on how it could benefit the community. Invite community leaders with whom you have ongoing relationships as well as selected activists from other agencies and the community. In this seminar, discuss the idea of a community charter and solicit the community's perceptions and level of interest.

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3. Establish a committee of community members and leaders that will guide the process of developing the community charter.
4. With the committee, develop a way to introduce the idea of the charter to community members and to actively solicit their feedback and ideas. Encourage the committee to lead this process with your support.
The committee could work with the community in the following ways:
 - Call a community meeting to introduce the idea and provide opportunity for discussion.
 - Develop posters that explain the charter and ask community members to discuss their ideas with a designated person or write their ideas in a letter to the committee.
 - Ask community volunteers to discuss the charter in the community through ongoing mechanisms such as DV watch groups, plays, songs, etc.
 - Sponsor a competition in which community members write or draw their ideas for what the charter should include.
5. Based on the community's input, draft the charter with the committee. Play an active role in ensuring women's rights and priorities are addressed. Seek feedback from community members and leaders.
6. Seek the endorsement of influential members of the community.
7. Organise a community event to launch the charter.
8. Explain the charter to the community and distribute it widely. You may choose to hold an annual or semi-annual event to assess the community's progress in reaching the ideals of the charter and the level of commitment to it.



Local Activism

For any activity to be sustainable, there must be meaningful involvement of local community members. They must play a prominent role in determining the agenda and maintain a high level of ownership of the changes achieved. By this final phase, you have developed close relationships with many community members who, by now, are probably running and coordinating most of their own activities. Hence, regularly highlighting the role of local community members in preventing domestic violence is crucial. In this phase, work closely with them to plan how they will sustain the changes in the community and maintain attention on domestic violence and women's rights.

Ongoing Activities

Community Volunteers (page 57)
 Community Action Groups (page 109)
 Booklet Clubs (page 105)
 Creating Supportive Environments (page 149)
 DV Watch Groups (page 153)

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Independent Volunteer Programs

Many institutions that you work with may be overburdened with responsibilities, and as a result, may not be able to offer the quality of service for women that they would like. These institutions may not have considered recruiting volunteers to serve some of the functions that they cannot fulfill but would like to be part of their institutional approach.

Your organisation has already seen the benefits of working with community volunteers. Volunteers can be a powerful resource for any institution that wants to foster a spirit of participation and service to their clients. By recruiting and managing volunteers, an institution can offer services to their clients that it otherwise could not, as well as provide an opportunity for community members to contribute to the well being of their community. Brainstorm with the leaders of partner institutions the merits of independent volunteer programs, how they could be managed, and how their institutions would benefit from having volunteer support in order to uphold women friendly practices in the workplace.

Recommendations

- Volunteers must be selected carefully and trained on an ongoing basis to develop their skills and maintain their motivation.
- Volunteers must have a clear and defined role so they feel useful and that they are making a meaningful contribution to the organisation/institution and their community.
- It is important to take time to recognize and celebrate the contributions of volunteers!

Volunteers can be trained to work on behalf of specific institutions within their communities. For example:

- The police or lawyers can train a volunteer to accompany clients through the court system.
- Hospital staff can train volunteers to assist women who require medical exams in the case of domestic violence, sexual assault, or rape. Volunteers can guide clients through the necessary administrative procedures and provide much needed moral support.
- Hospital or social welfare staff can train volunteers to conduct follow-up visits to those who have experienced domestic violence to attend to their injuries, provide and collect information, and offer moral support.
- Non-governmental organisation staff can train volunteers to support clients in following-up on referrals to the services they seek.

Citizen or Institution of the Year Award

Recognizing the variety of contributions that influence a community's effort to prevent domestic violence helps motivate and sustain momentum and change. It boosts the energy and investment of those who might feel their efforts are not being appreciated. One public way of showing your



organisation's appreciation is to sponsor a competition to identify an individual and/or an institution that has contributed significant effort to prevent violence in your community.

Steps

1. If you prefer, establish multiple categories of achievement for the competition (e.g., Community Mobilisation, Institutional Policy Change, etc.).
2. Create a poster that asks and encourages community members to nominate a person or an institution. Request a short (less than 100 words) statement of why the individual/institution should be honored for their contribution to preventing domestic violence.
3. Advertise the activity widely.
4. Encourage journalists to talk about it in the media and consider writing and distributing a press release.
5. Establish an independent committee of respected community members to select the top three winners (in each category, if applicable).
6. Organise a community event to announce and celebrate the winners.
7. Award community service certificates and, to individuals, a small appreciative prize.



Community Fund

Women and children are often injured, rendered homeless, or in need of help to escape from their homes as a result of domestic violence. A community fund is a practical mechanism to support various members of the community who need assistance in such circumstances. This fund could be crisis money for those who have no other means of supporting themselves.

Steps

1. Establish a committee of well-known community members who will manage the fund.

consolidating efforts

2. Develop a fundraising strategy. For example:
 - Approach local businesses to sponsor the fund with an endowment (substantial one time contribution) or an annual contribution.
 - Approach businesses to become members by subscribing to the fund with a monthly contribution for which they receive recognition on all official literature.
 - Approach all local NGOs for an initial and a membership contribution.
 - Encourage individuals in the community to become contributing members.
 - Organise raffles and other activities to raise funds, especially during community events.
 - Approach various international donors with a proposal that outlines the fund's objectives and operational mechanisms.
3. Develop a constitution for the operation of the fund. The constitution should include:
 - the objectives of the fund
 - names of committee members, how they are elected, how long they can serve, how their roles are defined, and what qualifications they need to hold this voluntary post
 - the decision-making process including how agreements will be reached, what the criteria are for a community member to receive assistance, and the maximum amount an individual can receive from the fund
 - who will maintain the bank account and how s/he will report expenditures and ensure all expenditures have receipts and are authorized by at least three committee members in writing (i.e., with their signatures)
 - the process of decision-making and criteria for community members applying for assistance from this fund
4. Advertise the fund with local service delivery agencies and other places where women are likely to seek support.
5. Monitor the fund's operation and ensure transparent reporting and accountability.



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Review

Congratulations, you have come to the end of Phase 5 of the Project! The process of Consolidating Efforts is an ongoing activity. However, to help you assess if the phase objectives have been met, you may want to use the following table and checklist. These tools were designed to help structure your reflection about the phase and to assess if your organisation met your objectives. It is useful to hold a staff meeting so all members can contribute their thoughts and opinions.

The following table will allow you to record all the activities you were able to complete within each strategy. In the spaces provided under each strategy, write the activities that were completed and the approximate number of community members reached with each activity. The table can also help you recognize the different groups of community members reached. If you have engaged a broad section of the community with varied activities and feel those activities were successful, this is one indication that the work of the phase was successful.

As a group, review your SMART objectives from the Action Plans for Phase 5. Reflect on and discuss what was learned in the community, the current level of staff capacity, and the overall progress and achievements of the Project. It may be helpful for each staff member (or department/team) to present her/his Strategy Summary Report (appendix I) in the meeting. Review your expected outcomes and indicators, asking critical questions about the progress made. Ask yourselves questions specific to your unique implementation and vision of the Project. You may choose to revisit some of the strategies and activities to strengthen the Project. Consider conducting a Project evaluation (page 224).

Suggested Review Questions

1. In your chosen sector(s), are there established mechanisms that create a dialogue and focus attention on domestic violence? List the mechanisms.
2. How many groups and individuals have developed their own learning materials?
3. Are there new policies or practices in the sector(s) you are working with that promote women's priorities?
4. Are journalists publishing more balanced stories? Is the local media using some of the tools your organisation introduced for analyzing stories about women's issues?
5. Within the wider community, are there established mechanisms that create a dialogue and focus attention on domestic violence?
6. What events have become a regular part of the community's efforts to promote women's status? Are there annual celebrations or regular events that focus attention on preventing

consolidating efforts

violence?

7. Is there sufficient capacity within the community and the sectors you have worked with to sustain the achievements of the Consolidating Efforts phase?
8. Does the staff of your organisation feel that their work is generally accepted within the community?
9. How many community members have taken up the challenge of promoting women's rights? In your estimation, will this energy and motivation be sustained over a period of time?



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review

	You and other NGOs	General Community Members	Community Volunteers	Community Leaders/ Officials
Learning Materials				
Strengthening Capacity				
Media and Events				
Advocacy				
Local Activism				

Mobilising Communities to Prevent Domestic Violence

project evaluation

Now that you have reached a stage in the Project where your work is well established and much has been achieved, it may be an appropriate time to consider evaluating your work. Many people feel reluctant to embark on an evaluation because they feel it is an examination of their commitment or that the evaluator is focused on finding their mistakes rather than achievements. A well-facilitated evaluation is a learning experience in which you objectively participate in measuring the effectiveness of your organisation's work. It can help you identify what difference your work made to the community.

An evaluation is a structured way of developing an objective assessment of the impact of your work. It is thus important that it is clearly planned and participatory and that the findings are credible. It is advisable to assemble a team of people who will plan and oversee the actual evaluative measurements that will inform the analysis. It is also important that you have an experienced external person (i.e., someone not connected to your organisation) lead the process to avoid conflicts of interests and any perception of bias. If you take care in sustaining the credibility of the process, the findings will garner broader respect.

Remember the following:

- An evaluation tells you how well your work was received, not how good you are as an organisation.
- A good evaluation is not about generating positive findings. It is about taking a critical look at the effectiveness of the strategies and methodologies you have used.
- If your evaluation only identifies successes and minimizes or overlooks major challenges, then it is likely to be a flawed process. Conversely, if the evaluation only focuses on the flaws of the Project, then it is also less helpful as a process.
- The team you assemble to oversee the evaluation should have or develop a clear understanding of the objectives, organisational capacity, and scope of the Project before any measurements are made.
- Ensure that multiple information gathering strategies are used to maximize the quality of information collected.
- Credible evaluators will ask critical questions to get to the truth, not to find your weak points. Try not to take critical analysis personally.
- An evaluation is a learning process and an opportunity to strengthen your organisation's approach. Be sure to build into the process a mechanism for generating specific recommendations that can be integrated into day-to-day implementation of the Project.

Four Stages of Evaluation

1. Planning

This could begin as an internal process but should soon start involving a broad range of people beyond your immediate staff. As an organisation, you could begin by reflecting on the objectives of your work. How effective were you and what impact did your work have on life in

project evaluation

the community? Did you establish any indicators for the objectives you had set, and, if so, how can they inform your evaluation? Ask searching and critical questions with a view to deepening your understanding of your achievements.

Involve key allies of your organisations as well as other skilled resource persons to develop the terms of reference for the evaluation and set parameters for what you will measure. It is important that you decide, at the outset, the scope of what is being evaluated. For example, is it a measure of this particular project your organisation is implementing or of how effective you are as an organisation? Will it measure capacity of the key project staff in relation to organisational capacity or will it simply measure the impact of the ideas the Project is based on? Examining assumptions before you begin will save you time, effort, and resources.

2. Measurements

This is a series of information gathering activities aimed at carefully targeted individuals or groups. The process could be modeled on the Action Research described in the Community Assessment phase (page 29). Ensure that a broad range of complementary methodologies is used to collect information and that what is being measured corresponds to the objectives of the evaluation. The external evaluator will work with your organisation to establish a set of areas to explore and key indicators that will reflect achievements and challenges.

3. Analysis

While the evaluation team is responsible for processing the information gathered and synthesizing coherent findings, the organisation is responsible for understanding and reflecting on these findings before they are finalized for broader dissemination. You might choose to organise a seminar of key staff and other allies of the organisation to discuss the findings. Identify key lessons that your organisation has learned. Document them carefully so that they become part of 'organisational memory'.

4. Dissemination of Findings

How will your experience and learning help others? The community in which you work has a legitimate claim to know the evaluation results and express their comments. It is important that you share information with the community in general and all those involved in the Project; however, be sure to share information in context so it does not undermine your credibility.

Other organisations and practitioners who work to promote women's rights may also be interested in learning from your work. Share a summarized report within a network of people who are following your organisation's efforts.

moving forward

Congratulations for the achievements made in your work to prevent domestic violence! Your organisation has traveled a long journey. The Project started by gathering information and listening to the experiences of community members in the Community Assessment phase. That information was then reflected back to the community and influenced your strategy for encouraging community members to break the silence around domestic violence in the Raising Awareness phase. The Project went on to encourage community members, institutions, and organisations to join together to prevent domestic violence in the Building Networks phase. Then, many individuals and groups began taking action to promote women's right to safety in the Integrating Action phase. Finally, the Project supported efforts to establish practical mechanisms to ensure that the community's achievements were institutionalized in the Consolidating Efforts phase. Celebrate the courage and determination it took to facilitate this process of change with your community!

For many organisations, the work done up to this point will lead to deeper and varied involvement in the community that maintains interest and commitment to creating safety for women. Your organisation may have identified in the evaluation, areas that need additional and intensive work in order to affect more meaningful or long-lasting change. Your work during the Project might also have opened up other areas of concern in the community such as violence against children, women's economic rights, parenting issues, or any number of other social issues that are linked to the realization of human rights and social justice.

For other organisations, it may be time to begin similar processes in another community, now that you are equipped with the lessons learned and experience from the first project. Organisations may choose to strategize how they can scale up the Project for larger communities or scale it down for implementation in smaller rural communities. The next steps of your organisation will certainly be influenced by your organisational vision and the lessons learned thus far from working on preventing domestic violence.

While no project is perfect or achieves every objective without obstacles, your experience of working in the community is valuable and can help inform, influence, and inspire other organisations to also work on violence prevention. Your experience and achievements can be a source of encouragement to others in the next community, city, or country as an example of how to move toward more just and equitable societies. Seek out ways of sharing your valuable experience.

So while there is recognition and celebration of many achievements, there is also much work still to be done! There are many people still to be convinced that women have a right to safe and happy relationships, that families can be places of love and harmony, and that our communities can be places that celebrate the inherent value and dignity of each of its members.

