

# Annual Report 2022





# Acronyms

- CUSP:** Community for Understanding Scaling Processes
- LSHTM:** London School of Hygiene & Tropical Medicine
- PVI:** Peripheral Vision International
- R&R:** Rethink & Reenergize
- RRPs:** Regional Resource Persons
- SVRI:** Sexual Violence Research Initiative
- TA:** Technical Assistance
- UGANET:** Uganda Network on Law, Ethics and HIV/AIDS
- VAC:** Violence Against Children
- VACPC:** Violence Against Children Prevention Center
- VAW:** Violence Against Women
- WW2:** What Works to Prevent Violence Against Women and Girls: Impact at Scale (What Works 2)

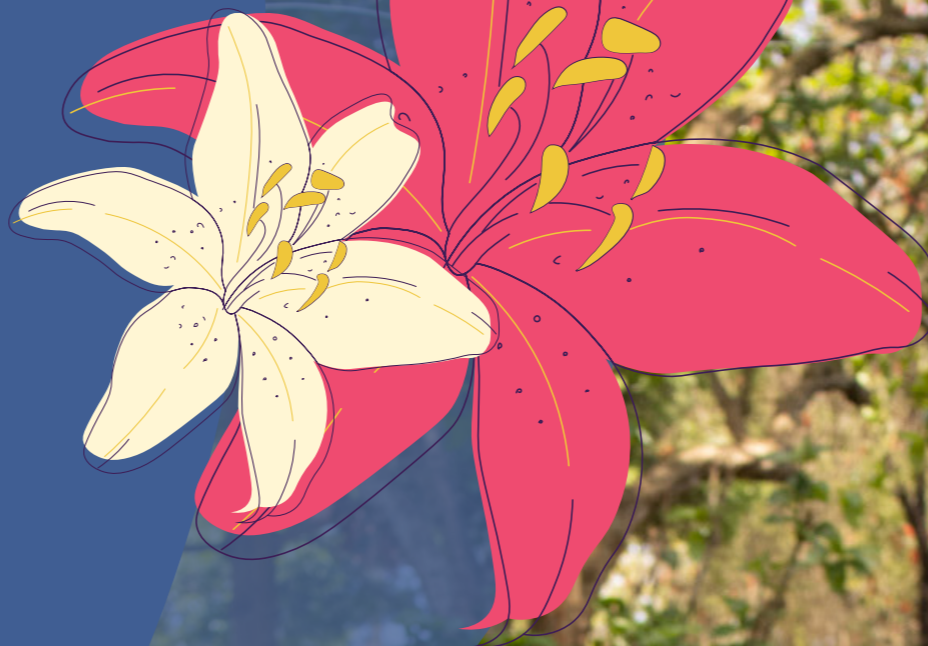


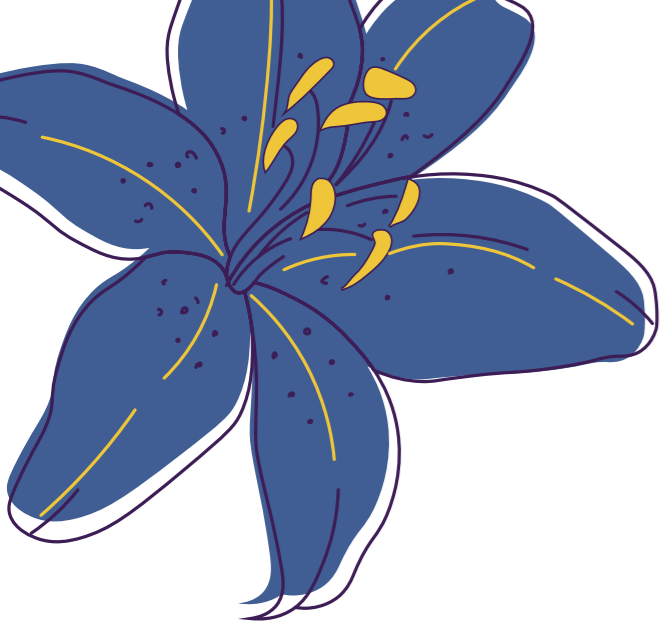
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# Executive Summary

“We knew the year would not be a typical one for us. In 2022, Raising Voices embarked on the final year of our 2018–2022 strategy and created a bold vision and road map for the next strategic period.”





We entered 2022 with optimism, anticipating the easing of restrictions and ending of school closures after one of the longest pandemic-related lockdowns worldwide. We started to enjoy renewed mobility, enabling us to more regularly connect in person with our partners and one another. And we felt a strengthened spirit of solidarity – borne from the most difficult moments of the COVID-19 pandemic – filling the halls of our fully reopened offices in Kampala.

Yet we knew the year would not be a typical one for us. In 2022, Raising Voices embarked on the final year of our 2018–2022 strategy and created a bold vision and road map for the next strategic period. We also took a big step as an organization by transitioning to a new collective leadership model. 2022 was a year of deep critical reflection and consolidating our strong foundation for a new phase of creativity and growth.

Throughout the year, three pivotal organization-wide moments provided the opportunity to lean into our values and articulate how our work to prevent violence against women (VAW) and violence against children (VAC) could contribute to the global landscape during this period of reemergence:

1. **Carrying out an in-depth assessment of our organizational journey between 2018 and 2022, including a stakeholder survey, independent review and several all-staff reflection sessions.** Collectively, these explorations pointed to many aspects of our culture and work to celebrate, while also unearthing several points of tension to learn from and grapple with while developing our new strategy.
2. **Transitioning our leadership from two co-directors to a Leadership Team made up of an executive director and three technical directors.** This shift has required careful planning and system strengthening. Throughout the transition process, we have strived to remain anchored in our feminist identity and to promote transparency, participation and thoughtful consideration of the practical and emotional experiences of our staff and partners.
3. **Co-creating a new strategy that is ambitious in scope and rooted in a critical analysis** of what it will take for Raising Voices to sustain and amplify our efforts to prevent violence against women and children over the next five years.

Alongside these organizational milestones, we sustained our programmatic work and organizational activism to prevent violence against women and children in partnership with schools, communities and our trusted partners.

In the following pages, we detail the highlights from 2022 across our three core areas of work: Practice, Learning and Influencing. We also share an overview of our organizational systems, followed by overall reflections on the remarkable journey we traveled in 2022. Finally, we look forward to the commencement of our new strategic period in 2023.

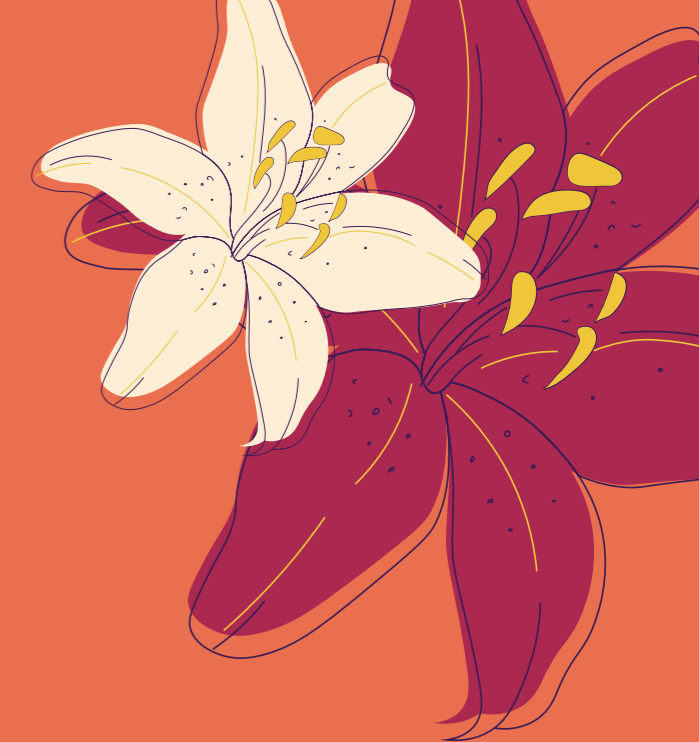
“We entered 2022 with optimism, anticipating the easing of restrictions and ending of school closures after one of the longest pandemic-related lockdowns worldwide.”





## In the Practice area of our work, key highlights include:

1. **Resuming in-person support.** As we emerged from the pandemic, we strengthened our technical assistance (TA) to partners by facilitating more regular in-person engagement. On-site technical support to *SASA!* partners in Bangladesh, Mexico, Nigeria and Uganda, as well as trainings for our Good School Toolkit regional resource persons (RRPs), allowed us to resume face-to-face connection and community-building. With each engagement, we deepened our relationships and our understanding of each context, enabling us to deliver more tailored TA.
2. **Creating new materials and resources.** We completed an adaptation of *SASA! Together* for radio that includes 33 drama episodes, as well as discussion guides and training materials to support activists in convening and facilitating radio discussion groups. We also embarked on two new adaptations of the Good School Toolkit – a lighter “agile” version, as well as a more modular version with stronger attention to mental health. Additionally, we created new online learning modules and animated videos for both *SASA! Together* and the Good School Toolkit, which have expanded the reach and vision of these two methodologies to carry us forward in the digital age of our work.
3. **Launching national campaigns.** The Good School team launched two national SMS campaigns with teachers, head teachers and teacher protagonists on key VAC prevention concepts, with messages on positive discipline reaching more than 5,500 contacts across Uganda.



## In the Learning area of our work, key highlights include:

1. **Unpacking learning from our research collaborations.** We assessed the data collected, reflected on emerging findings and shared learning internally with an eye toward strengthening our work. We focused on several thematic areas: for example, insights related to mental health, adaptations of the Good School Toolkit for secondary school and taking our methodologies to scale. We shared learning externally through national, regional and global fora, including an online webinar on *SASA! Faith* implementation and presenting much of our work at the Sexual Violence Research Initiative (SVRI) Forum in Mexico.
2. **Ramping up our iterative learning.** We increased our efforts related to managing program databases for *SASA! Together* and the Good School mobile app, providing TA to partners and RRP's informed by evidence and learning. Our evolving Learning Team served as stewards for this journey and revived spaces and structures for team members to take ownership of their ongoing program learning.
3. **Deepening practice-based learning.** We updated our original definition and published a new **learning paper** sharing Raising Voices' journey of nurturing and elevating practice-based learning. The paper added structure and depth to our ongoing advocacy for the importance of practice-based learning in our national, regional and global engagements.





In the **Influencing** area of our work, key highlights include:



1. **Strengthening the GBV Prevention Network.** We brought Network members together in various fora in 2022 to advocate for a collective vision for VAW prevention work. From Rethink and Reenergize (R&R) spaces to “Prevention Pop-Ups,” we created safe, diverse and engaging spaces for Network members to deepen relationships and community, as well as to engage policymakers, funders, government and other stakeholders on country-specific priorities for effective VAW prevention. Online and social media also became key spaces for agile engagement. Our four social media campaigns, as well as our flagship annual 16 Days of Activism campaign, demonstrated the growing strength of our online advocacy.
2. **Influencing VAC prevention.** We made significant and strategic contributions to the national and regional VAC prevention agenda by convening six national meetings in Uganda that brought together more than 200 stakeholders. The **three regional hubs of our Coalition for Good Schools** gained traction in 2022, with Raising Voices and HakiElimu co-leading the Africa Hub to convene a three-part seminar series unpacking evidence and effective interventions to address VAC at school, while also building a community of practice for this work across sub-Saharan Africa.
3. **Amplifying voices from the Global South.** Raising Voices remains committed to ensuring Global South-based organizations have a voice and meaningful representation in important spaces for articulating the global mandate for VAW and VAC prevention. Toward this end, we have maintained our leadership in the Community for Understanding Scaling Processes (CUSP) and the Coalition for Good Schools, as well as our membership in the What Works to Prevent VAWG [Violence Against Women and Girls]: Impact at Scale program consortium (WW2). Finally, our revamped **website** and new organizational **Twitter account** have created additional spaces for our global influencing.



Looking back at 2022, our core identity remains unchanged – rooted in our feminist values and commitment to ending violence. And yet, as we move forward, we strive to go beyond what we know – to innovate and engage with emerging issues that intersect with the work of preventing violence, such as the need for collective care and mental health support. As we head into a new year and a new strategic period, we are energized by our ongoing commitment to creating a world where women and children can thrive, free from violence.



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# Practice

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





## 1. Reconnecting in person

While remote technical support and trainings have helped us continue to support partners during times of disruption, we have found there is no true substitute for in-person engagement. In 2022, we not only fully reopened our offices in Kampala but also reintroduced in-person engagement to our TA, creating a blend of face-to-face and remote engagement for our partners.

- We delivered **nine SASA! Together Phase trainings** (two in person, seven online), strengthening 32 organizations' capacity to adapt and implement *SASA! Together* effectively in their communities. We were energized by participants' feedback: they felt the trainings were meaningful experiences, they developed a clear understanding of the program phases' aim and outcomes, and they felt confident about cascading training to activists in their communities.
- We also conducted **four on-site technical support visits** to Nigeria, Bangladesh, Mexico and the Kyangwali refugee settlement in Uganda. These on-site visits helped strengthen our relationships with *SASA! Together* partners, observe their implementation firsthand and better understand their contexts and challenges. With the insights gained from these visits, we could provide more tailored support on implementing *SASA! Together* in partners' specific settings.
- We continued to work with a **cohort of SASA! Together Technical Advisors based in international nongovernmental organizations and United Nations agencies**, equipping and supporting them to provide TA to their country programs. Over the course of the year, we continued to gain new insights and further reflect on the opportunities and challenges of using such structures to expand TA provision.
- We continued to build skills among our talented **pool of 43 regional resource persons (RRPs) and two Violence Against Children Prevention Centers (VACPCs)**, without whom quality implementation of the Good School Toolkit would not be possible. We delivered in-person and online sessions for our RRP and tightened feedback loops to learn from their progress, supporting Good School Toolkit implementation in over 1,000 schools. Data collected by RRP suggested significant gains in learners feeling safer at school; friendlier relationships between teachers, learners and peers; improvements in school learning environments; and reductions in corporal punishment.



## 2. Innovating and testing new content and platforms

- We made significant strides in our **adaptation of SASA! Together for radio**. We completed the development of a 33-episode radio drama, as well as a suite of accompanying resources. The episodes were recorded in the Lhukonzo language and broadcast on three radio stations in Kasese, Uganda. This initiative explores using radio to amplify and extend the reach of *SASA! Together* ideas, particularly in hard-to-reach communities (see Box 1).
- We continued to adapt **SASA! Together courses for independent study on the online learning platform Moodle**. We completed the Support Phase course and aim to complete the final course – covering the Action Phase – in the first half of 2023. As we transition back to in-person trainings, these courses will remain an important tool for partners to use as a refresher and for training new staff. We also developed a series of short videos to enrich the online learning experience. For example, in collaboration with the Equality Institute and the Asia Foundation, we created a short **video animation** for a training exercise on the circles of influence. We also worked closely with the Center for Domestic Violence Prevention (CEDOVIP) and community activists in Kampala to develop a **video** demonstration of facilitating the Power Poster – one of the most popular *SASA! Together* activities – with English, French and Spanish subtitles. We hope to develop another series of videos demonstrating the facilitation of *SASA! Together* activities in 2023.
- We initiated outreach to supportive donors to explore **setting up a new, fully funded cohort of SASA! Together partners**. Many of our existing partners struggle with short-term, rigid, project-based funding, and they often cannot access the kind of flexible, multiyear funding that enables quality implementation of *SASA! Together*. To address this chronic challenge, we proactively reached out to 10 donors and presented the idea of taking *SASA! Together* to scale using a feminist approach that can establish a solid foundation for impactful and sustained programming. Moving into 2023, we will continue to build on this positive initial engagement to further explore the potential for a funded *SASA! Together* cohort.
- We expanded our Violence Prevention Learning Center (VPLC) for Good School partners, piloting our **first online VAC prevention course** and **developing two additional short videos explaining the Good School Toolkit** and **positive discipline at school**. In 2022, we also saw significant progress on **two major adaptations of the Good School Toolkit**. A new, lighter and more refined adaptation – Good School Toolkit Agile – draws from in-depth research with our partner IDinsight to assess the approach's most impactful elements, as well as ongoing consultation with schools and TA providers on how to increase program uptake and better prime it for scale. In addition, a modular adaptation of the Good School Toolkit provides language and activities to discuss and reduce stigma around mental health in schools. Both adaptations will be finalized and piloted in 2023.
- Our Good School team grew its Peer Learning Network activities in 2022, **launching two national SMS campaigns** with teachers, head teachers and teacher protagonists on key Good School Toolkit concepts. We shared 18 messages on Good Schools with 3,080 contacts and 21 messages on positive discipline with another 5,571. Feedback from 126 teachers indicates they benefited from practical ideas on how to create violence-free schools using positive discipline to teach – rather than harm – learners; they also reported actively using these concepts at home. The Peer Learning Network also conducted new activist-led **dialogues on sexual violence and sexual harassment** in 12 secondary schools, engaging 65 teachers and administrators and 240 female and male students during the International Day of the Girl Child.





### BOX 1: *SASA! Together for radio*

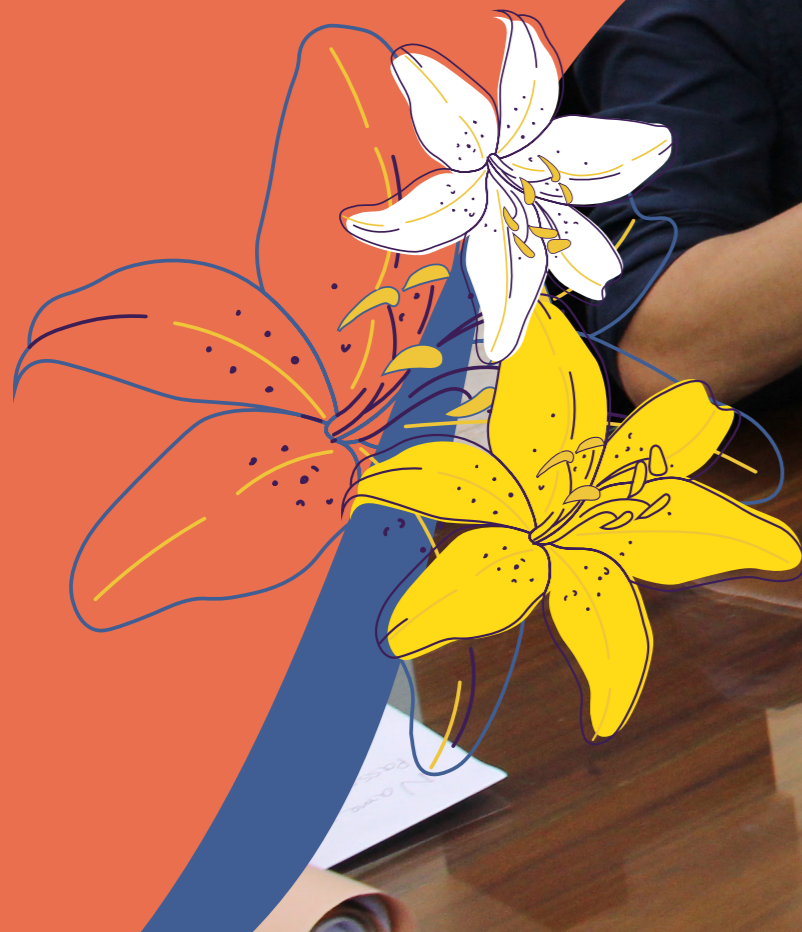
In collaboration with the Uganda Network on Law, Ethics and HIV/AIDS (UGANET), media specialist Peripheral Vision International (PVI) and researchers at the London School of Hygiene & Tropical Medicine (LSHTM), we created a new radio drama series, ***Together With Gloria!*** The series follows Gloria, a young radio host, as she launches a new radio show to talk about healthy relationships. Over 33 episodes, we explore Gloria's relationships with her partner and her family, as well as her ongoing efforts to make positive changes within her community and her radio station as an institution. We hope this radio drama helps bring to life key ideas in *SASA! Together* around power, violence and activism.

To support deeper engagement and critical reflection on the drama episodes, we developed a suite of supporting materials, including discussion guides to accompany each episode and training modules for activists on convening and facilitating discussion groups. Research is currently ongoing to help us understand how communities are responding to the radio drama and how listening might influence engagement with *SASA! Together* ideas and activism in the community. If the results from the research are encouraging, we will refine and release a *SASA! Together for radio* component that other partners can adapt and use in their contexts.



# Learning

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





## 1. Learning through research collaborations

Ugandan schools finally reopened in 2022 after the world’s longest closures, and the easing of movement restrictions enabled more physical access to communities. This allowed us to make significant progress in **eight research partnerships** focused on adaptation and scaling our methodologies. We heard from community members across Uganda, analyzed diverse data, reflected on emerging findings and shared learning internally and in national, regional and global fora. These collaborations explored broader questions relevant to the field, such as understanding the contexts of violence, the effects of COVID-19 and the links between violence and mental health. As research studies are time- and resource-intensive, we wanted to make careful choices around which studies to engage in. To that end, we developed an internal guidance note to help us make informed decisions in pursuing future partnerships.

Our research collaborations in 2022 include:

1. The **“Pathways for Agile Implementation – Identifying the Active Elements of the Good School Toolkit” study** with IDinsight is informing the design of the Good School Toolkit Agile adaptation. The study concluded in 2022 and combined learning from the experiences of Raising Voices staff, as well as children, teachers and parents who participated in the program. A short **evidence brief** provides an at-a-glance review of the most important lessons and implications for our work, including the need to maintain a whole-school approach, strengthen an intersectional lens and explore innovations for effective community outreach.
2. The ongoing **“Good School Toolkit for Secondary Schools Pilot” study** with LSHTM and AfriChild is assessing the feasibility and resonance of Good School Toolkit ideas and materials adapted for secondary schools. The reopening of schools renewed our focus on supporting and observing quality implementation of the Good School Toolkit in study secondary schools. Emerging findings are routinely contextualized and discussed to integrate lessons into programming, and endline data collection is scheduled for 2023.
3. The **“SASA! Together for Radio” study**, launched in 2021, is a collaboration with LSHTM, PVI and **UGANET** (see Box 1). The mixed-methods study explores the extent to which this new radio component, *Together With Gloria!*, expands the reach, influence and resonance of *SASA! Together* ideas. We are assessing the potential impacts on community perceptions of VAW and potential mechanisms of change among community members relating to the acceptability of intimate partner violence, quality of relationships, activism and intention to prevent or respond to VAW. Round 1 of data collection was conducted in July 2022. Due to the risks associated with Ebola in the study district in Round 2, we pivoted from in-person data collection to phone-based assessments with activists and community members. The final Round 3 surveys will be conducted in March 2023.
4. The **“Taking the Good School Toolkit to Scale” study**, launched in 2021 with LSHTM and AfriChild, focuses on learning from our RRP implementation and activism model. In March 2022, we conducted baseline surveys with 1,121 teachers in 98 schools, as well as in-depth interviews with 20 teacher protagonists and 20 RRP at two different points in time. We have started analyzing data, as well as **shared early lessons** with the VAC Prevention Team and researchers, practitioners, policymakers and funders globally at the SVRI Forum 2022.
5. **“Understanding SASA! Together Adaptations, Implementation and Technical Assistance”** is a partnership with the Global Women’s Institute at George Washington University that began in 2020. It aims to understand how large international nongovernmental organizations and United Nations agencies are adapting *SASA! Together* to diverse contexts, opportunities and barriers to Raising Voices’ TA provision, and the feasibility of maintaining program fidelity.



6. The **“Learning From SASA! Faith Implementation in Six Countries” study** was commissioned by Raising Voices and Trócaire in 2022. The study synthesized learning from the first-ever cohort of *SASA! Faith* partners, with respondents drawn from Malawi, Zimbabwe, Uganda, Kenya, Fiji and Ethiopia. **Study findings** highlighted that partners and support staff experienced *SASA! Faith* as impactful at various levels, bringing positive changes in the lives of staff and activists involved in the roll-out, as well as within the couples and the communities where it was implemented.
7. The **“Adolescent Mental Health and COVID-19 in Uganda” study**, conducted with the University of Alabama, is a qualitative study looking at the impact of school closures on adolescents. In 2022, we completed interviews with secondary school students, teachers and community activists. We have started analyzing the data and will be synthesizing findings in 2023 to help inform the development of our new mental health module for the Good School Toolkit.
8. The **“Contexts of Violence in Adolescence Cohort” study (CoVAC)**, also known as the Footprints Study, is a longitudinal cohort study following 3,431 adolescents and young adults, who were first interviewed in 2014 in Luwero as part of the initial randomized controlled trial assessing the Good School Toolkit. Partners include LSHTM, the Medical Research Council, Makerere University and University College London. In 2022, we concluded the final round of qualitative data collection, which contained an additional element assessing COVID-19’s impacts on violence experienced by the young men and women of Uganda. Analysis has begun (with some findings already published; see the list of our publications at the end of this report), and we will hold workshops to further unpack key findings in 2023.

## 2. Iterative learning: Promoting adaptive & agile programming

In 2022, the Learning Team provided other Raising Voices teams with key support related to iterative learning:

- We worked to **better use data for effective programming**. To track key outcomes and better understand implementation quality in 1,010 Good Schools, we continued to roll out the Good School mobile app. Learning Team members accompanied RRPs in their on-site TA visits, filled in observation forms assessing their TA provision and provided real-time feedback to improve RRPs’ technical support to schools. We also collected feedback from teachers in 135 randomly selected schools to assess RRPs’ support, as well as the knowledge from and effects of Good School Toolkit implementation. Similarly, we supported four cohorts of *SASA! Together* partners worldwide in using the revised learning and assessment databases. The enhanced visualizations helped partners make greater use of the data in tracking progress and making data-driven programmatic decisions.



“We made significant progress in eight research partnerships focused on adaptation and scaling our methodologies. We heard from community members across Uganda, analyzed diverse data, reflected on emerging findings and shared learning internally and in national, regional and global fora.”



- We focused on **learning from our VAC national dialogues**, drawing important lessons from our three-month multimedia campaigns through feedback from radio talk show hosts and the campaigns' primary audiences. We interviewed 420 randomly selected adults in village markets in 12 districts in eastern, northern, western and central Uganda. Findings indicated 65% had seen or heard our media campaign messages/content. Those who engaged with the campaign demonstrated more progressive attitudes and greater willingness to intervene in VAC cases at school and in communities, with a particular desire for more dialogue around sexual violence in the next campaign.
- Our learning is organization-wide – going beyond programming and extending to our operations as well. In line with this aspiration to continue learning about all aspects of our work, we conducted a **survey of our suppliers** in 2022 and received feedback from 17. The findings indicated high satisfaction in Raising Voices' procurement systems: 65% of our suppliers reported excellent satisfaction in providing products/services to Raising Voices, and 82% would recommend Raising Voices to other suppliers of products/services. The survey affirmed the transparency, consistency and openness of our procurement systems and highlighted areas that need improvement.

### 3. Knowledge integration

In 2022, the Learning Team supported several processes to nurture a culture of learning and reflection, fueling our imagination and bringing new thinking into our programming:

- We **deepened a culture of reflection** through tutorials, staff development sessions, “Unpacking Research” sessions and online meetings with external subject matter experts. These sessions explored a variety of topics, including (among others) neurodiversity, internet-facilitated violence against women and children, and the language we use in our work. We had more in-person processes than in previous years, which generated new energy, vitality and connection among staff.
- In the final year of our organizational strategy, the Learning Team supported teams in **reflecting on the last five years** and assessing progress against each team's learning framework. We continued with “Reflect and Act” sessions, which allowed the different teams to learn about each other's work and provide feedback to one another.



## BOX 2: Practice-based learning

2012: Naming **Learning** as a core pillar of our strategy

2014: Creating a **Learning Team**

2015: Launching our **Learning from Practice** series

2016: Articulating a **working definition** of practice-based learning

2017: Launching the **Creating Change** series together with partners

2018: Developing **principles for a feminist approach** to learning

2022: **Sharing our story in a learning brief**  
Nurturing and Elevating Practice-based Learning

Over the course of 2022, we deeply reflected on our understanding of practice-based learning and articulated our thoughts in a **new learning brief** which updates our original definition of practice-based learning: “the cumulative journey of intentional learning over time, informed by insights gained from direct experiences, observations, stories, informal reflections, monitoring processes and more.” We describe Raising Voices' journey with conceptualizing practice-based learning, how we integrate the practice across our organization, and key lessons and recommendations based on our experience.



# Influencing

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





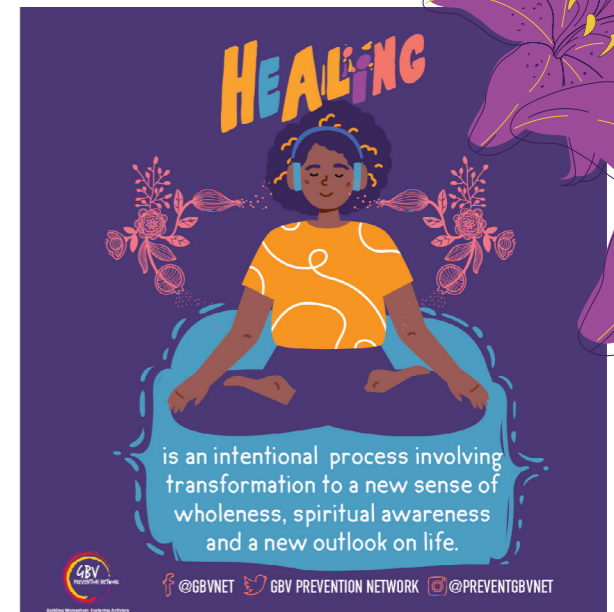
## 1. National advocacy

- Raising Voices made **strategic contributions to the national VAC prevention agenda in Uganda**. We convened six national meetings that brought together more than 200 stakeholders from the working groups for Uganda’s education stakeholders. We also worked closely with the Ministry of Education and Sports to organize the 2022 National Safe to Learn Symposium reflecting on key progress on preventing VAC at schools in Uganda. Our key themes for influencing included the need to infuse VAC prevention into all programming for children, the opportunities that schools present as entry points to VAC prevention, the need to amplify students’ voices at all levels and the importance of a whole-school approach to addressing VAC.
- We implemented a **three-month multimedia communications campaign on VAC prevention**, extending to seven new media partners from different regions. We prioritized districts where implementation of the Good School Toolkit was already happening so that the campaign would augment our work in schools, as well as translated existing content into four local languages (Lumasaba, Lusoga, Jopadhola and Ateso) to help our communities engage and participate. We confirmed previous learning that radio is the preferred medium for the majority of our audiences and continued our strategy to engage faith-based radio stations, which have cultivated loyal and consistent listeners.

## 2. Regional influencing

- The GBV Prevention Network cohosted **three “Prevention Pop-Up” events in Malawi, Tanzania and Zambia**. Prevention Pop-Ups aim to strengthen the environment for effective and ethical VAW prevention by influencing country-specific policies, funding and programs. With Network members in Tanzania (25), Zambia (30) and Malawi (20), we reflected on the state of VAW prevention in their country, identified gaps and jointly developed advocacy asks, which were presented to key decision-makers in all three countries. We engaged 55 key stakeholders, including policymakers, funders and representatives of government ministries, which created deeper discussions, heightened activism and sparked commitments from stakeholders. For example, a member of parliament in Tanzania committed to actively engaging on issues of VAW and shared her contact details, with an open invitation to reach her for future engagement. In Zambia, members decided to form their own in-country GBV Prevention Network and issued a press release on key asks for VAW prevention.
- **Launched our “Skill-Share Groups”** – a rebranded and revived format for the Thematic Working Groups – and developed five modules on communicating for social change. These modules covered various themes: theories of communication, designing communication materials, social media campaigns and doing no harm. We held a series of eight weekly Zoom sessions with about 40 Network members, who expressed appreciation for what they learned and their confidence to design more ethical and impactful communication materials moving forward.
- We organized a **two-day Rethink and Reenergize (R&R) session in Uganda** with more than 25 diverse women and nonbinary members of the GBV Prevention Network. In a safer and supportive space, we reflected on personal and collective experiences of the COVID-19 pandemic and envisioned new feminist futures. Topics discussed included recognizing multiple forms of loss, acknowledging grief and identifying ways to facilitate collective healing. We explored how to move from the crisis toward new directions and opportunities and how to co-create new feminist realities. Members shared moving stories of activism and personal experiences, as well as had important conversations on uncomfortable themes, indicating the level of trust and mutual support within the group. We were uplifted by members offering to hold sessions and spaces (for example, one led a session on pleasure), signaling the Network’s growing collective leadership. Throughout the R&R process, we noted deepening connection and politicization among members and look forward to nurturing this further in 2023.

- Outside of the in-person R&R event, we organized several **online and offline campaigns** to amplify the same themes around healing and creating new feminist realities as we begin to emerge from the pandemic. We organized four social media campaigns, and in 2022, we registered 28,463 engagements. As per tradition, we developed and distributed “action and advocacy” kits for our annual 16 Days of Activism Against Gender-Based Violence campaign. We shared the kits, which contained creatively designed materials to guide individual reflections and collective discussion, with more than 140 organizations in the region as hard and soft copies. Member organizations used the kits to reach more than 55,500 community members and fellow activists. Unfortunately, members in some countries faced unusual barriers related to customs charges that delayed their receipt of the campaign kits. We are continuing to investigate this issue, and this experience will inform the planning for our 2023 campaign.



## 3. Global advocacy

- The **Community for Understanding Scaling Processes (CUSP)** remains a brave and innovative space for reimagining and shifting the discourse toward ethical and effective scale-up. Recognizing that “scale” too often focuses on mechanistic replication or quantity over quality, CUSP members had intensive discussions on reconceptualizing “scale” toward a more feminist perspective. Following internal deliberations and a 2021 **publication**, we curated various spaces to share the conversation with wider audiences. For example, more than 110 diverse participants attended a CUSP-hosted webinar to unpack the idea of feminist scale, and 80 attended a preconference workshop at the SVRI Forum 2022, representing activists, women’s rights organizations, researchers, nongovernmental organizations, funders and more (see Box 3). Social media engagement further amplified CUSP’s ideas and insights on feminist scale. While some participants raised genuine questions on the fundamental compatibility of the terms “feminist” and “scale,” overall, the conversations indicated an appreciation for the possibilities created by a bold and clear feminist vision that questions “business as usual.” In response to the growing interest in CUSP and discussions on scale, we are now expanding beyond the original members to create a broader CUSP community.

“Raising Voices is a member of the implementation consortium for the flagship What Works to Prevent VAWG: Impact at Scale (WW2) initiative. In 2022, we completed the inception period, laying the foundation for the seven-year program.”

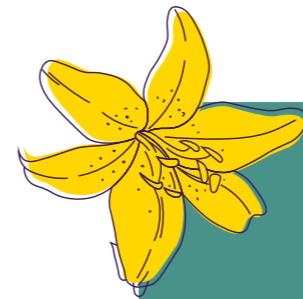




- Raising Voices is a member of the implementation consortium for the flagship **What Works to Prevent VAWG: Impact at Scale (WW2)** initiative. In 2022, we completed the inception period, laying the foundation for the seven-year program. We held various consultations and listening spaces to ensure our plans were informed by the voices of women’s rights organizations, using this input to develop key guiding documents. We also conducted a survey and consulted activist and women’s rights organizations from different regions to understand their specific challenges and barriers in accessing funding. We synthesized these reflections in **a policy brief**, and some recommendations in the brief are now being taken up in the WW2 fund management systems. We are also co-leading WW2’s Accountability Pillar in collaboration with **Breakthrough** to promote and infuse feminist principles throughout all aspects of the program. The journey so far has generated important insights into the opportunities and tensions in applying feminist principles within a commercial contracting framework. Currently, the consortium is identifying grantees for the innovation, scale and mainstreaming windows of the first round of funding, and we look forward to providing support to successful grantee partners in 2023.



- The **Coalition for Good Schools** truly spread its wings in 2022, with our three regional hubs in Africa, Asia and Latin America growing in leadership to bring their respective visions to life. We collectively convened more than 800 participants in Global South-led dialogues and webinars, including a three-part seminar series led by our Africa Hub. That series brought together practitioners and thought leaders from a range of organizations – including No Means No Worldwide, the Population Council, the Global Partnership to End Violence Against Children, the African Child Policy Forum and researchers from the Children’s Institute at the University of Cape Town – to unpack evidence and effective interventions to address VAC at school in the region. Our Asia Hub further explored restorative approaches to VAC prevention, with plans to conduct restorative circles in each regional hub in 2023. Additionally, the global coalition’s founding members and dedicated coordinators convened in Bangkok for a three-day process to solidify our advocacy, learning and communications strategies; deliberate on effective leadership for the coalition; and reaffirm commitment to this movement.



### BOX 3: Raising Voices at the SVRI Forum

As an official partner, Raising Voices maintained a dynamic and active presence throughout the **SVRI Forum 2022** in Mexico. We co-convened four spaces, delivered seven presentations, moderated and joined three panel events and held one-on-one meetings with colleagues to strengthen collaborations. Our presentations covered a range of topics and insights from our work, including social media’s role in movement-building, child safeguarding in VAC research, scaling up a whole-school violence prevention approach, attempting feminist scale with *SASA! Together* in Latin America and elevating practice-based learning.

We also cohosted three pre-conference workshops: “Laying the Foundations for VAWG Prevention” in collaboration with WW2 consortium members, “Feminist Scale” with members of CUSP and “Prevention of VAC in Schools: A Unique Opportunity” with the Coalition for Good Schools. More than 115 participants representing different groups (including activists, funders and researchers) attended the workshops, and we were encouraged by the level of open and honest interaction in each space.

In line with our political commitment to contribute toward a more accessible and equitable learning event, we also hosted a meet-up specifically for activists. The informal gathering facilitated connections among 45 activists from around the world, and it shared important information on self-care and promoting the visibility of activist voices at the Forum. We also teamed up with our friends at **Healing and Resilience after Trauma (HaRT)**, SVRI and Niyati Shah to host an interactive collective care session for 35 participants, including important discussion around how best to promote wellness and care in the context of our VAW prevention work and organizations.

We felt energized and enriched by these experiences and learning – and uplifted by the growing activist and feminist presence. Most of all, we were grateful for the face-to-face connection after several years of virtual engagements due to the pandemic. Personal connections and relationships have immense value in strengthening our movements toward violence prevention.



# Organizational Overview

“As we concluded our 2018–2022 strategy, we conducted an external stakeholder survey, an independent strategy assessment and various internal processes to reflect on five years of experiences and learning.”





## 1. Organizational strengthening

- **Developing a new strategy.** As we concluded our 2018–2022 strategy, we conducted an **external stakeholder survey**, an independent strategy assessment and various internal processes to reflect on five years of experiences and learning. We were encouraged and motivated by the positive feedback from the 188 participants in our stakeholder survey, who rated most aspects of Raising Voices’ work as “exceptional” and shared many powerful testimonies of how Raising Voices had impacted them personally and organizationally. Insights from the survey and our internal reflection processes informed the development of a **new strategy** to guide us and inspire further innovation and growth from 2023 to 2027.

“ What is Raising Voices’ most significant contribution? Putting power back into programming! Raising Voices is known for integrity, transparency and accountability to grassroots activists, and incredibly innovative and evidence-based practices. ”  
(Respondent, Stakeholder Survey 2022)

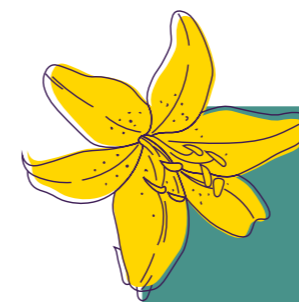
- **Strengthening our systems and structure.** Restructuring and expanding our Operations and Finance Team has given us a more solid basis for providing Raising Voices with the support required in this new phase of our growth. We have shifted to new servers and systems, allowing for a more digitally savvy approach to our work. Several of our organizational policies are also being updated in line with the new realities of COVID-19 and recurring Ebola outbreaks. Thus, 2022 marked a yearlong process of systems strengthening to build resilience against unforeseen national or global shocks and prepare the organization to transition to a new model of collective leadership (see Box 4).
- **Putting people first, from pandemic to epidemic.** We navigated significant changes as the world emerged from COVID-19 restrictions. As curfews and restrictions on public gatherings gradually lifted, we continued to prioritize safety through strict observation of health procedures once offices resumed operating at full capacity. As staff celebrated the return to the collaborative and shared workspace, the precautions that remained in place enabled us to navigate yet another public health crisis, the 2022 Ebola outbreak, with resilience and care. Security committees and the Leadership Team responded swiftly to changing realities and ensured safety measures were in place for our staff and partners. While this meant many outside partners and visitors were unable to come to Uganda, we commend them all for their cooperation and diligence through these precarious times. In addition, we have deepened our commitment to self-care and collective care for our teams, partners and communities.

## 2. Financial summary

In 2022, the total funds available dipped below the US\$5 million mark. (We had reached \$5.4 million in 2021 after carrying our 2020 balance forward at the height of COVID-19.) Despite some one-off grants ending in 2021, our income remained intentionally diverse; 15 donors financed our work in 2022, with 10 donors accounting for 90% of our overall income and five small grants accounting for the remaining 10%.

We increased spending in all areas of our work except Practice. (A one-off large grant that ended in 2021 mainly financed Practice.) As is our standard practice, we carried 44% of the funds available in 2022 into 2023, mainly due to several grants arriving late in the year and – specifically for this year – to smoothly transition into the new 2023–2027 strategy.

In 2023, three multiyear grants will come to an end. We will invest our energies into implementing our new strategy, completing ongoing grant closure and renewal discussions with these three donors, as well as discussions with other donors on continued support beyond 2023.



### BOX 4: A brave and bold transition

After 22 years of visionary leadership, Raising Voices co-founders Lori Michau and Dipak Naker transitioned out of their roles as co-directors and took up new roles on our Board of Directors. This required Raising Voices to collectively navigate a 10-month transition process, moving from the “founder stage” to a new collective leadership model consisting of three technical directors – VAW Prevention, VAC Prevention, and Operations & Finance – and an Executive Director.

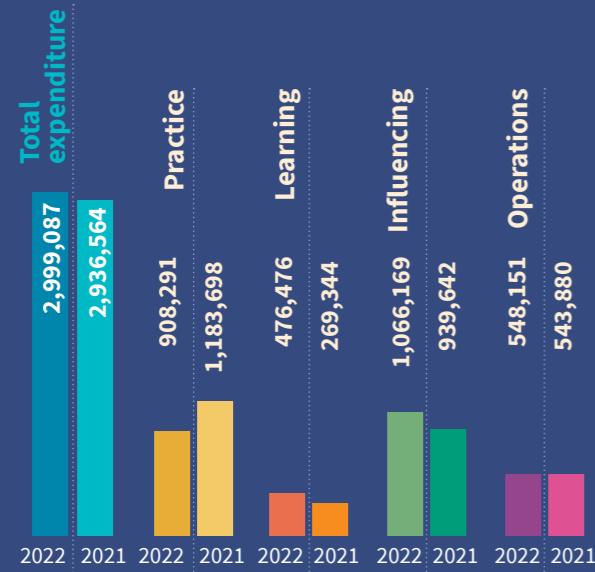
The transition included a thoughtful process where the departing co-directors and the new Leadership Team co-created this model of feminist leadership. We also sought coaching, advice and expertise from external colleagues Spring Strategies (an organization supporting change leaders around the world) to build a clear vision and strong foundation for the next phase of our journey. We recognized that going through such a change would be emotionally challenging for all staff and took great care to create spaces to support staff in acknowledging and expressing those feelings. Through this careful and intentionally feminist process, we emerged collectively confident in the current team to move forward in strength. As acknowledged in our beautiful new mural, “**We are the ones we’ve been waiting for.**”

We cannot thank Lori and Dipak enough for all they have dedicated to Raising Voices since its birth and look forward to a continuing relationship with them as board members who will provide ongoing guidance in this new era of leadership.

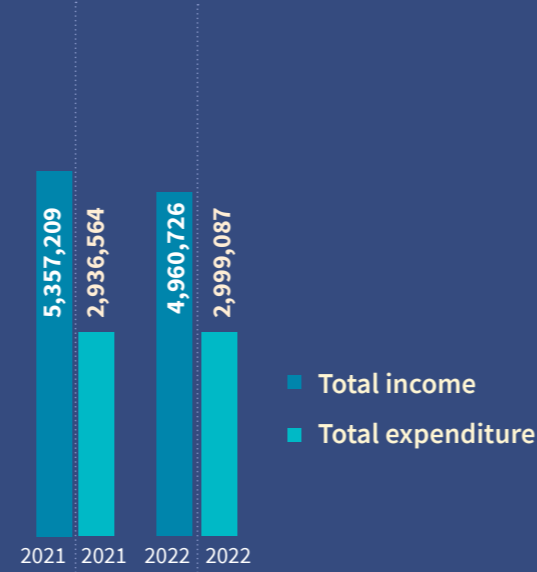


## Expenditures and funding

Comparison of expenditure by program area over the past two years

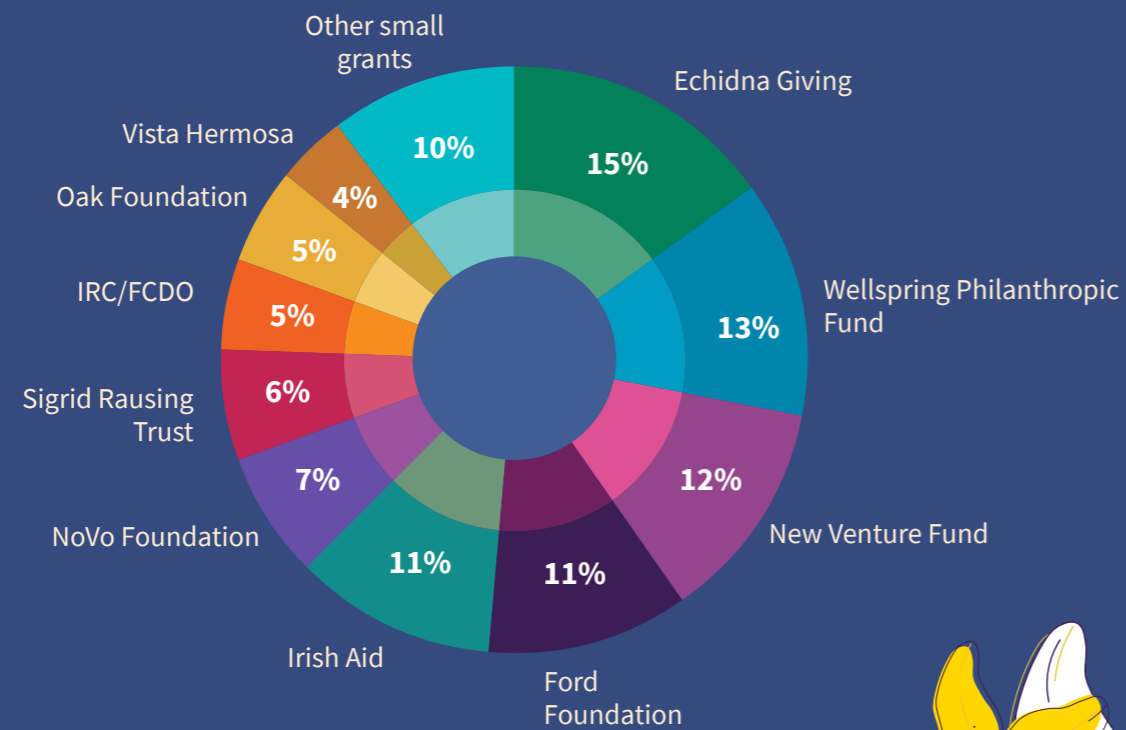


Total income and expenditure over the past two years



“2022 marked a yearlong process of systems strengthening to build resilience against unforeseen national or global shocks and prepare the organization to transition to a new model of collective leadership.”

Funding contribution in 2022



# The Year in Numbers

## Practice



650

**Good Schools** where learners reported that teachers rarely or never use violent punishment to discipline students

33

**New episodes of *Together With Gloria!*** created in collaboration with UGANET, PVI and LSHTM

32

**Organizations supported with nine *SASA!* Phase training courses** to build confidence, skills and community

65%

**Percentage of 420 randomly selected community members** across Uganda who heard or saw our VAC media campaign

4

**Countries** (Nigeria, Uganda, Bangladesh and Mexico) that received on-site *SASA!* TA

## Learning



5,255

**Women, men, girls and boys** who participated in eight research collaborations

40

**RRPs** assessed to determine the quality of TA provided to schools (findings suggest over 90% offered contextualized assistance)

30

**Spaces created** to reflect and act on research and practice-based learning

10

**Publications** created to share learning and research findings

18

**Trainings** held on learning and assessment through *SASA! Together* databases and the Good School mobile app

## Influencing



1,934

**New followers of @Raising Voices** on Twitter and many new followers of the GBV Prevention Network on Twitter (**7,115**) Facebook (**485**) and Instagram (**762**)

800+

**Participants** engaged in dialogue about the Coalition for Good Schools' work, learning and collective agenda

200+

**VAC prevention stakeholders** convened via six national working group meetings in Uganda

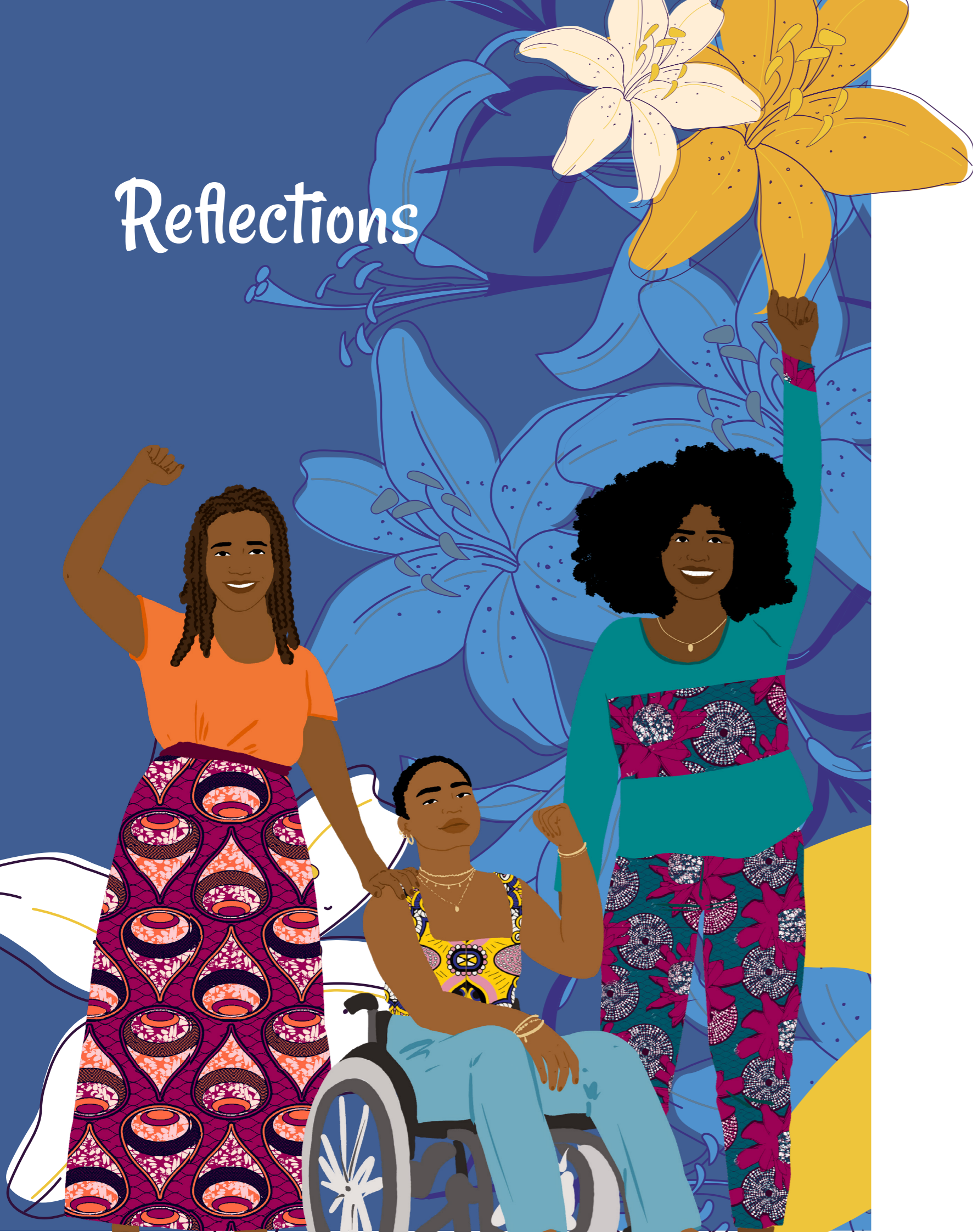
190+

**Attendees** at two CUSP events to unpack the concept of feminist scale

75

**GBV Prevention Network members** brought together with 55 funders and decision-makers via three Prevention Pop-Ups (Tanzania, Zambia and Malawi)

# Reflections



The year was marked by pivotal moments, including our gradual emergence from the COVID-19 pandemic and major transitions in our organizational leadership and strategic periods. In this time of notable transitions, we collectively learned how complex, yet healthy, change can be for us as an organization. We also celebrated more than two decades of immense progress and are poised to embrace the opportunities that lie ahead, buoyed by four core insights:

## 1. Our partners deeply value our strategic contributions.

As we shifted from one five-year strategy to the next, we were validated in our understanding of our contributions. The harmony between external and internal reflections on five years of progress reaffirmed our assumptions that *SASA! Together* and the Good School Toolkit have transformed how impactful prevention programming is conceptualized and delivered – with a focus on power, school and community leadership, and holistic change. We received resoundingly positive feedback from stakeholders across the prevention landscape, highlighting our personal impact and influence on the global discourse and our distinctive strengths in innovating methodologies, generating evidence and demonstrating feminist values. Renewed commitments from long-term funders for our coming five-year strategy further confirmed that our partners value our strategic contribution to this work.

## 2. Collective decision-making is essential to feminist leadership.

An intentional year of transition has enabled us to go from strength to strength, shifting from the “founder stage” into a new collective leadership model. We deliberately invested in envisioning and co-creating structures and processes to cultivate a feminist way of leading upheld across the organization. While no transition is perfect and challenges remain, we have honed our ability to honor the spirit of the collective through all our decisions, making sure that we are putting people first, centering the health and well-being of our organization, and ensuring accountability in all that we do. We appreciate the investment and support from many, including our funders, Board of Directors and partners. You remain the source of our inspiration, courage and faith as we continue the journey.

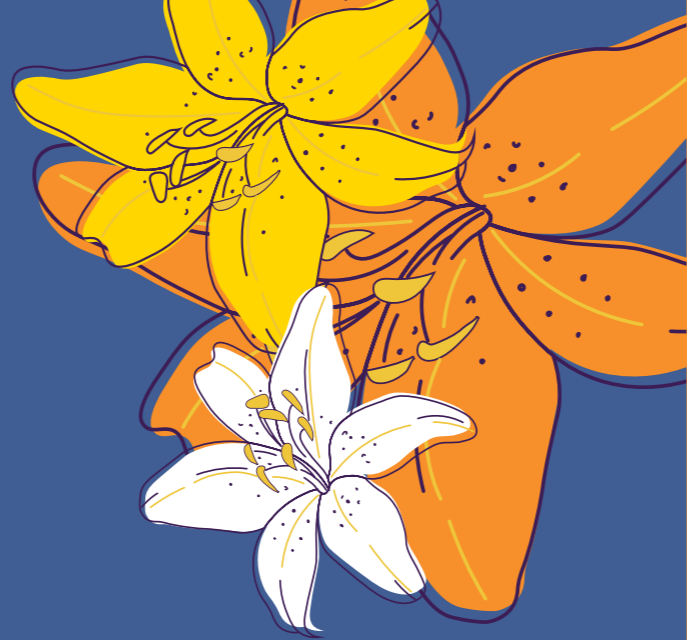
## 3. Responsive practice and growth require agility.

Agility remains a core value and became more important than ever as we faced ongoing disruptions to our work. Despite lockdowns, closures and both new and re-emerging health crises, we have innovated and pivoted quickly through tight feedback loops between our Practice, Influencing and Learning work. From our Good School Toolkit Agile adaptation to *SASA! Together* for radio, the past year has emphasized the need to remain tuned in and responsive to our learning processes and core values – and to course-correct when needed.

## 4. COVID-19 changed us – but did not stop us.

COVID-19 has tested us our resilience, our resolve and our ability to adapt. We finally broke through the brunt of the pandemic in 2022, emerging from the longest school closures in the world and strict lockdowns. While we also navigated a fresh Ebola outbreak as the year drew to a close – and in the face of personal losses – we remained focused on our primary value of “putting people first” and ensured all our staff remained safe and healthy. Being able to again connect in person throughout 2022 offered us the human connection that makes this work so beautiful and reminded us of the new world in which we live, where innovation and adaptation are more important than ever. We move forward into this new world with open minds and open hearts, ready for the challenges to come.

# Final Word



As we emerge from the limitations of global and local health crises, we have grown in resilience and strength. We embark on the next five years with a fresh strategic direction, a dynamic collective leadership model and a global network of sisters and friends.

Moving forward, we will deepen and elevate our contributions to the discourse around how to scale prevention approaches, advocate for practice-based learning and encourage ongoing exploration of the intersections of the work on VAW and VAC prevention. We will explore hybrid models of online and in-person training and TA modalities and amplify the work and voices of activists throughout the Global South across the violence prevention ecosystem to influence policy decisions and how resources are invested.

We are optimistic, we are strong, and as we continue to innovate through Practice, Learning and Influencing, we continue to support our incredible staff through all that we know we can achieve while influencing the field of violence prevention. We remain rooted in our feminism and are prepared to blossom in a new world.

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## Our Funders

**We appreciate the quality of support  
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