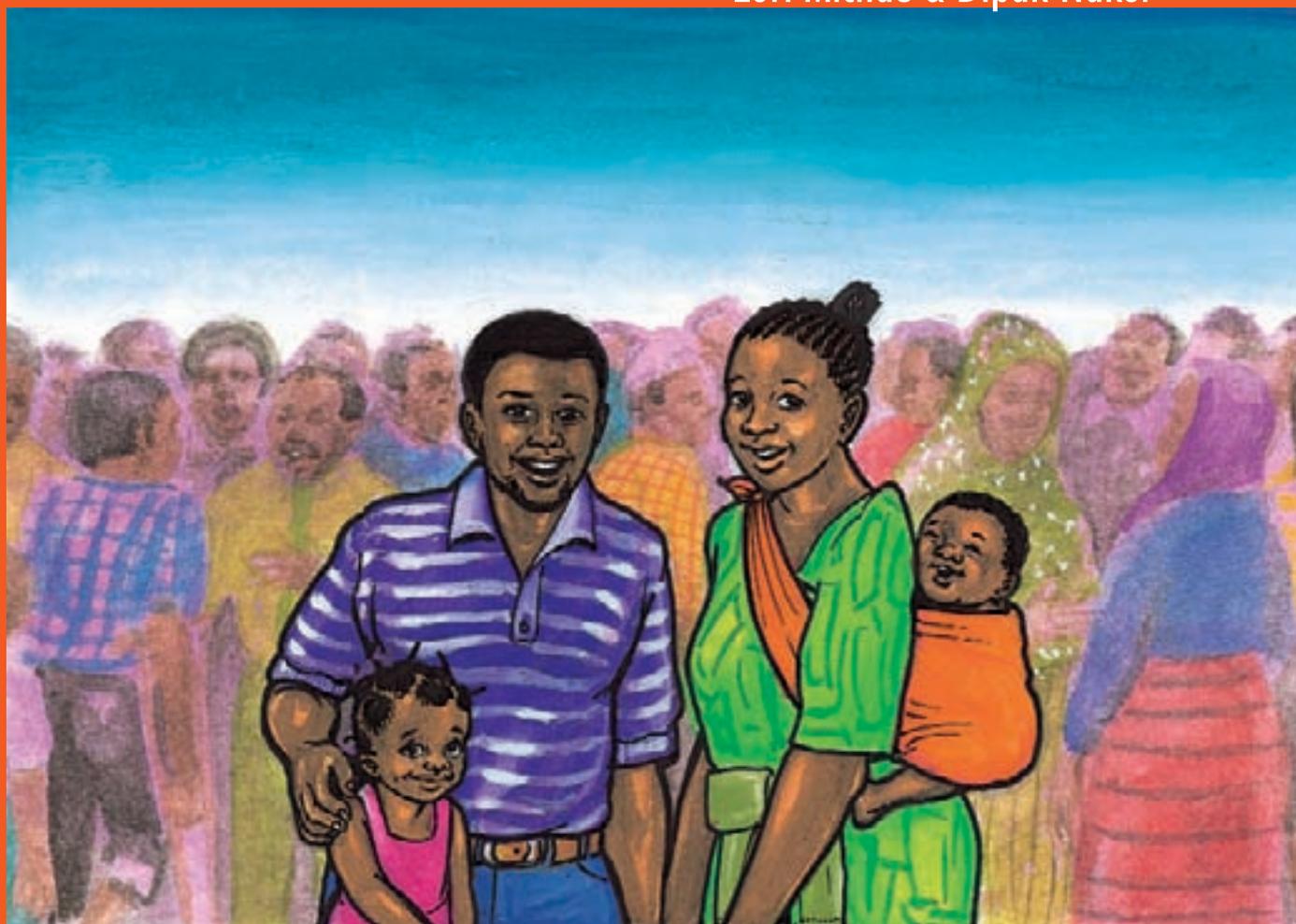


Mobilising Communities to Prevent Domestic Violence

A Resource Guide for Organisations
in East and Southern Africa

Lori Michau & Dipak Naker



Mobilising Communities to Prevent Domestic Violence: A Resource Guide for Organisations in East and Southern Africa

By: Lori Michau and Dipak Naker

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Mobilising Communities to Prevent Domestic Violence

was developed by



Raising Voices works to prevent violence against women and children. We develop program tools and work in partnership with community-based non-governmental organisations to strengthen violence prevention programs and advocate for broader use of social change approaches.

in collaboration with



UNIFEM is the women's fund at the United Nations. It provides financial and technical support to innovative programs and strategies that promote women's human rights, political participation and economic security. The prevention of violence against women is a UNIFEM priority area.



ActionAid Uganda works with poor and marginalised people to eradicate poverty by overcoming the injustice and inequity that causes it. Prevention of gender-based violence is an integral part of Action Aid Uganda's work.



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Richard and Rhoda
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Around the world, women and girls are victims of countless acts of violence. In a great many of these instances, the violence is not random. Women and girls are victims because they are female.

The range of gender-based acts of violence is devastating, occurring quite literally from womb to tomb. Among other abuses, violence against women includes: prenatal sex selection in favour of male babies, female infanticide, trafficking, forced prostitution, dowry-related violence, domestic violence, battering, and marital rape. Violence against women and girls occurs in every segment of society regardless of class, ethnicity, culture, or country.

Over the past 20 years, recognition of the problem of gender-based violence has changed dramatically. At the series of women's conferences and other United Nations (UN) conferences between 1975 and 1995, the international community has come to acknowledge the range and frequency of gender-based violence, and has redefined how these acts of violence are dealt with in international policies.

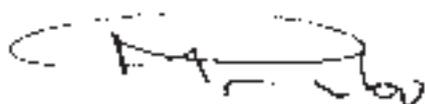
The most comprehensive international policy statements about gender-based violence are the Declaration on the Elimination of Violence Against Women, adopted by the UN General Assembly in 1993, and the Platform for Action from the UN Fourth World Conference on Women in Beijing in 1995. Both documents define gender-based violence as a violation of women's human rights and a form of discrimination that prevents women from participating fully in society and fulfilling their potential as human beings.

The United Nations Development Fund for Women (UNIFEM) is mandated to promote women's empowerment and gender equality. UNIFEM works in partnership with women's groups, governments and NGOs, international networks and other UN agencies to support efforts to eliminate all forms of violence against women, in the development of their societies, and the enjoyment of their human rights.

UNIFEM plays a leading role in putting the issue of violence against women on the human rights agenda by facilitating the efforts of the Global Campaign for Women's Human Rights using instruments such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and assisting women to access international human rights machinery.

This Resource Guide gives organisations an unprecedented opportunity to support the work of women at the community level that are taking action to eradicate gender-specific violence. It contains creative ideas and practical suggestions for organisations that are on the front lines of the global effort to prevent violence against women. As a tool, the Resource Guide will assist organisations to plan and implement sustained community mobilisation programmes that prevent domestic violence in their communities.

At UNIFEM, we are excited about this work and hope that the Resource Guide will equip and inspire organisations to create safer communities for everyone, particularly women.



Nyaradzai Gumbonzvanda
Regional Director
UNIFEM East and Horn of Africa

acknowledgements

This publication is a result of a journey of many years that has involved many wonderful and inspiring people who contributed their ideas, creativity, and much needed moral support. It began in 1994 when we were fortunate to be a part of dynamic, innovative, and supportive communities in Mwanza Tanzania at Kuleana Center for Children’s Rights and then later at Jijenge! Women’s Center for Sexual Health. Both were challenging and invigorating environments where we were privileged to work alongside and learn from other activists truly committed to promoting children’s and women’s rights. We are extremely grateful for this experience; it changed both of us in profound ways. The idea for Raising Voices and many of the concepts and ideas found in the Resource Guide were born out of this experience.

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Our collaboration and friendship with Maimuna Kanyamala began well before the inception of Raising Voices. Her willingness to speak out in the face of injustice, her practical intelligence, and her compassion are an inspiration to us. Maimuna’s ability to establish and sustain Kivulini despite the odds is a testament to her courage and commitment.

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acknowledgements

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The strength of the work is a result of the contributions of all these and many more unnamed people. Its shortcomings, however, are entirely our own responsibility.

preface

The call for an end to violence against women is growing ever louder. Increasingly, women’s rights are seen as a cornerstone in the promotion of human rights and the realization of social justice. Clearly, women cannot live free, safe, and dignified lives when violence, or the threat of violence, pervades their public and private experiences. Without the basic right to live free from fear, all other gains are compromised.

Violence against women is now recognized as a priority issue not only in the United Nations (UN) but also in many international agencies and local non-governmental organisations (NGOs) around the world. The challenge for activists now is to translate these visions of women’s rights into practical projects and activities that promote meaningful change in the lives of women, men, families, and communities.

Community-based non-governmental organisations are at the forefront of many of these efforts. These groups are embracing the idea of universal human rights and working with communities to create environments where all members can live free, safe, and dignified lives.

The Resource Guide aims to help organisations translate the vision of women’s rights into action. It is a tool for organisations committed to preventing domestic violence through the promotion of women’s rights. It is designed to assist organisations in (a) facilitating a change in community beliefs that accept and maintain a culture of violence and (b) building community support structures that value women and are supportive of women’s rights. Placing the responsibility for both squarely on the community, the role of the organisation undertaking this work is to organise, inspire, support, and challenge the community to envision and create a safer environment for women.



Conceptualizing Domestic Violence

Among activists addressing violence against women, there is a healthy debate about what is, or should be, meant by the word ‘violence’. This is important because how we understand violence deeply influences how we work to prevent it. Some activists argue that domestic violence is best defined in narrow and specific terms so that it can be studied and quantified meaningfully and responded to more effectively. A narrow definition usually limits domestic violence to physical and sexual acts of aggression and excludes psychological abuse. Some argue that if a broad definition of violence is used, efforts to prevent it become too scattered, progress is difficult to measure, and activists risk losing credibility.

Other women’s rights activists take a different approach to addressing domestic violence. They argue that narrow definitions do not reflect the reality of women’s lives and allow dangerous yet less visible types of abuse to go unchallenged. They maintain that narrow definitions create a subjective hierarchy of violence (e.g., shouting is less violent than punching), which increases the problem of under reporting of violence and under recognition of the different types of violence women experience. These activists believe that a broader definition of violence (i.e., one that includes psychological abuse) allows for a more realistic understanding of the problem and is more in tune with the lived experience of women’s lives. Many women experiencing domestic violence report that sustained emotional abuse is just as injurious as physical aggression, if not more, and that not having a voice in how the family resources are allocated can be just as damaging as physical violence.

The arguments for narrow and broad definitions both raise valid considerations. In our experience, women who report violence in their intimate relationships most often go beyond describing physical violence to talk about an imbalance of power and the control imposed on them by their partners. A broader definition of domestic violence has the power to go beyond an act of violence into the underlying issues of why violence is prevalent and is sanctioned by the community. This includes addressing core issues such as the value of women, rigid gender roles, conceptions of masculinity, and imbalances of power between women and men within intimate relationships and in the community. In this way, working to prevent domestic violence involves the whole community, because each individual influences the climate that either accepts or rejects women’s rights.

As a result, when attempting to promote social change at the community level, we have found that more meaningful and sustainable progress can be made when using a broad definition of domestic violence that includes how women experience their intimate relationships. While this approach may not have the precision required for quantitative research studies or an academic definition, it has the power to describe lived experience. Domestic violence, therefore, as used in the Resource Guide encompasses the spectrum of abuse women experience from their intimate partners. It can refer to the level of fear in a relationship, the absence of mutuality, the low status of the woman, the presence of injustice, and the level of disrespect. Thus, domestic violence can be understood as a context of, rather than an event in, a woman’s life.

When using a broad definition of violence, we have found it helpful to talk about physical, sexual, emotional, and economic violence. This vocabulary is not new but has been useful for activists working to prevent domestic violence and for women to understand and name what they are experiencing and why it is unacceptable. Therefore, in the Resource Guide, we use the term domestic violence to mean physical, sexual, emotional, or economic harm inflicted on women by their male intimate partners.

preface

A Focus on Domestic Violence

Among the many types of violence women experience, domestic violence is the most far-reaching and prevalent. In communities throughout the world, women suffer physical, emotional, sexual, and economic violence at the hands of their intimate partners. Domestic violence is often protected by family secrecy, cultural norms, fear, shame, or the community's reluctance to get involved in what is seen as a domestic affair. Domestic violence severely impacts women's physical and mental health, relationships, and sense of security in the family and community. It also negatively affects the quality of relationships between women and men, the health and development of children, families and communities. Thus, while women experience many other types of gender-based violence, the Resource Guide focuses on domestic violence because of its profound implications on women's lives. However, the approach and many of the ideas and strategies discussed here could also be applied to other types of gender-based violence.

The Resource Guide does not specifically address the issue of violence against children in the home. This is a critical area of concern, and we feel it deserves detailed and focused attention. While the issues of violence against women and children in the home are linked, there are significant differences in how its prevention needs to be discussed and approached. We do hope to address violence against children in the future and to develop a much-needed programmatic tool that responds to this key issue.

Women's Rights as Human Rights

Efforts to prevent domestic violence and promote women's rights at the community level have the powerful backing of international and regional human rights documents. Although women are included in all of the United Nations (UN) conventions for human rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) aims specifically to promote and protect women's fundamental human rights. CEDAW was adopted by the United Nations General Assembly in 1979, came into force in 1981 and, as of July 2002, has been signed by 170 countries around the world. CEDAW is an important document because it recognizes the injustices women experience and calls for state parties to take specific measures to protect and promote women's human rights. The rights emphasized in the convention include non-discrimination, education and opportunities, political participation, employment, health, and those within the family and marriage. Countries that sign CEDAW are required to regularly report on the steps they have taken to protect women's rights in their territory. The convention is used by women's rights activists all around the world as a foundation from which to campaign for women's human rights. Although CEDAW does not specifically mention violence against women, the CEDAW Committee subsequently adopted General Recommendation 12 that explicitly identifies gender-based violence in the home as gender discrimination. As a result, state parties are mandated to include efforts to protect women's right to safety in both the private and public spheres in their regular reports to the Committee.

The other major international agreement that informs efforts to prevent domestic violence is the Declaration on the Elimination of Violence Against Women (DEVAW). Adopted by the UN General Assembly in 1993, DEVAW is the most comprehensive document to emerge from the UN on violence against women. It addresses systemic, cultural, public, and private forms of violence that women experience. It also recognizes the root of violence against women as the unequal power in relationships between women and men. DEVAW also acknowledges that “violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared to men.” While DEVAW is a declaration, not a convention, and therefore does not legally bind state parties, it does carry significant moral commitment for all countries of the United Nations to introduce measures to combat gender-based violence.

In addition to these important policy documents, the many women’s and UN conferences beginning in the 1970’s have greatly increased visibility of women’s rights and priorities internationally. The 1993 UN World Conference on Human Rights in Vienna was particularly important for women because it expanded the international human rights agenda to incorporate gender-specific violations with special attention to gender-based violence. The resulting Vienna Declaration and Programme of Action asserts that the realization of women’s human rights, and specifically, an end to gender-based violence, is a priority objective of the United Nations and the international community. This was followed by the 1995 UN World Conference on Women in Beijing. The Platform for Action that emerged from the proceedings includes violence against women as one of the 12 critical areas of concern.

The international efforts of promoting women’s human rights inform and influence regional and national initiatives. The African (Banjul) Charter for Human and People’s Rights, in addition to a non-discrimination clause, makes reference to women’s rights within Article 18 that covers protection of the family. While the Charter does not specifically or extensively detail women’s rights, it does call on states to “ensure the elimination of every discrimination against women and also ensure the protection of the rights of the woman and the child as stipulated in international declarations and conventions.” While many argue that the Banjul Charter only weakly protects women’s rights, others assert that holding states accountable not only to international conventions but also declarations relevant to women’s rights means that the Charter goes even further than other regional documents to promote and protect the rights of women. Activists in Africa can use all these conventions and policy documents to advocate for women’s rights and an end to domestic violence.

International and regional efforts to promote human rights have influenced the policies within countries around the world. Some nations have constitutions that affirm women’s equality and many have begun the process of developing laws and policies to protect women’s rights. However, the crucial challenge of translating conventions, policies and laws into practice remains. We hope the Resource Guide will inspire and equip you to take up this challenge in your community.

introduction

The Resource Guide is a tool for community-based organisations working to prevent domestic violence. It aims to assist organisations in planning and implementing a sustained community mobilisation project to prevent domestic violence through creative, participatory, and systematic efforts.

Who is the Resource Guide for?

The Resource Guide was developed for organisations committed to working with communities to prevent domestic violence. Ideally, it will be used by organisations interested in long-term holistic approaches that address the root causes of domestic violence. The strategies and activities in the Resource Guide were written for communities in East and Southern Africa although, with appropriate modifications, those in other regions may find it helpful as well. In addition, organisations interested in incorporating new activities or programmatic ideas in their ongoing work on violence against women, human rights, or social justice issues may also find it useful.

Why was it developed?

The Resource Guide was designed to assist organisations in planning a long-term project that encourages community-wide change of attitudes and behaviour that perpetuate domestic violence. It is a practical resource that organisations can use to plan, implement, and monitor a project to prevent domestic violence. The Guide was developed based on the lessons learned from working on preventing domestic violence in Tanzania and Uganda.

How long is the Project?

Facilitating social change is a dynamic and complex process. Multiple variables in each community will determine how long the Project will last, such as the size of the community, entrenchment of the issue, severity and prevalence of violence, the degree of bureaucracy, and the number of individuals and institutions interested in participating. It is suggested, however, that an organisation plan for concentrated work on the Project for at least two years and significant effort for about three years.

The Project is divided into five phases. The timeline for each phase depends on the size of your organisation, the level of its connection to the community, funding availability, the scale at which you plan to do the Project, and the number of collaborations with other organisations and agencies. As a rough estimate, Phase 1, Community Assessment, could take approximately six months, and all subsequent phases could take from six to nine months each. The final phase, Phase 5, discusses ongoing consolidation of the Project where your organisation's active involvement with the community will diminish over time.

What commitment is required?

It is important that organisations that begin to address domestic violence in their communities are prepared to follow it through. The work of preventing domestic violence challenges the

status quo and encourages community members to reevaluate their position on critical issues, which takes courage, strength, and perseverance. As the Project grows, it inevitably raises hopes and expectations in the community. The significant emotional investment of community members must be respected. Therefore, it is essential that the organisation is present and visible to support, facilitate, and encourage this change throughout the duration of the Project. We hope that with the support and ideas in the Guide, you will feel equipped and inspired to make a long-term commitment to preventing domestic violence in your community.

How is the Resource Guide used?

This a *guide*, not a manual. The Resource Guide can be used as a foundation for preventing domestic violence, as a rich library of activity suggestions, or as a reference to supplement your ideas and technical knowledge. Each organisation is encouraged to modify and adapt the ideas presented in the Resource Guide based on their organisation's and community's priorities, strengths, and capacity. The implementation and management of a project to prevent domestic violence requires considerable time and energy. Therefore, in the Resource Guide, we have tried to provide a simple yet comprehensive structure for a Project including substantial detail about the design of activities, a training course, and practical examples of learning materials. All of these resources can be used directly or to inspire further ideas.

How is the Resource Guide organised?

The main body of the Guide is organised into five color-coded sections, one for each phase of the Project. At the beginning of each section there is a brief introduction, the phase objectives, a discussion of the focus and approach of that phase, and a list of activity ideas organised within the five strategies. Next you will find the guidelines for completing Action Plans that can help your organisation plan in detail the activities it will undertake during that phase, followed by suggestions for monitoring and documentation of the work. The remainder of each phase is primarily devoted to activity descriptions, organised under the five strategies, to help organisations in their planning and implementation. Each phase ends with suggestions for assessing the progress of the Project by identifying the successes, challenges, and lessons learned during implementation.

The final part of the Resource Guide is the appendices. They are an integral part of the Resource Guide and provide significant information and additional mini-tools to assist organisations in working to prevent domestic violence. The key component of the appendices is the detailed Community Activism Course that can be used with different stakeholders throughout the Project.

introduction

Guiding Principles

The approach described in the Resource Guide is based on six guiding principles that inform and shape the process of community mobilisation to prevent domestic violence.

1. Prevention

In order to affect long-term, sustainable change, organisations need to adopt a proactive rather than a reactive stance. A preventative approach assumes it is not enough to provide services to women experiencing violence or to promote an end to violence without challenging communities to examine the assumptions that perpetuate it. Prevention involves addressing the root causes of violence against women by introducing a gender-based analysis of domestic violence. This means recognizing women's lower status and power imbalances within intimate relationships as the root causes of domestic violence. Prevention work involves challenging the widely held belief that women are less valuable as human beings and therefore not worthy of possessing the same inherent rights and dignity as men. Efforts must expose this fundamental injustice and work proactively to change these assumptions.

2. Holistic

Preventing domestic violence requires commitment and engagement of the whole community. Ad hoc efforts that engage isolated groups or implement sporadic activities have limited impact. Efforts to prevent domestic violence need to be relevant and recognize the multifaceted and interconnected relationships of community members and institutions. This means it is important for organisations to acknowledge the complex history, culture, and relationships that shape a community and individual's lives within it. Efforts must creatively engage a cross section of community members, not just women, in order to generate sufficient momentum for change. People live in community with others; thus, the whole community needs to be engaged for community wide change to occur.

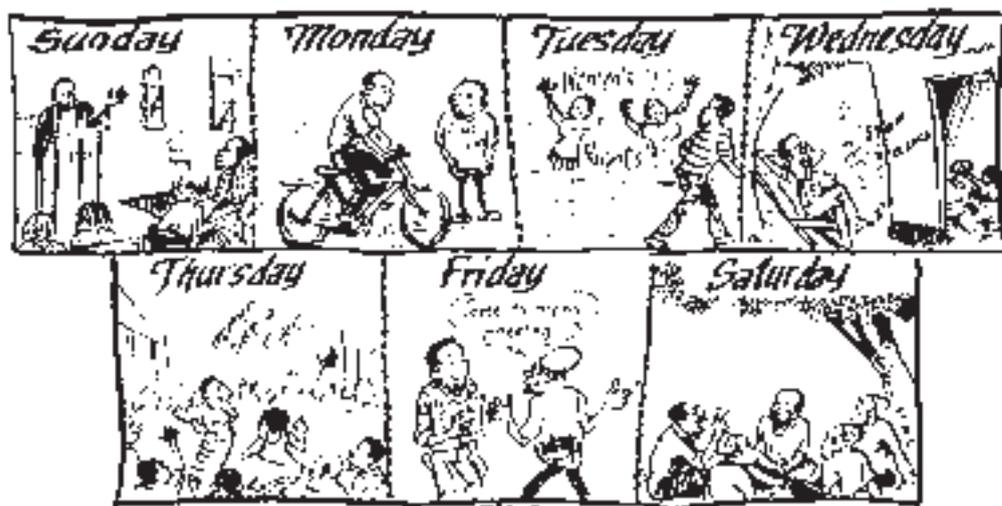
3. A Process of Social Change

Changing community norms is a process, not a single event. Projects based on an understanding of how individuals and communities naturally go through a process of change can be more effective than those that thrust haphazard messages into the community. Thus, efforts to try to influence social change must be approached systematically with a long-term vision.

Organisations that attempt this work can become skilled facilitators of individual and collective change by working with, guiding, and supporting the community along a journey of change.

4. Repeated Exposure to Ideas

Community members need to be engaged with regular and mutually reinforcing messages from a variety of sources over a sustained period of time. This contributes to changing the climate in the community and building momentum for change. For example, in one week a man may hear a sermon about family unity in church, see a mural questioning domestic violence on his walk



to work, hear a radio program about human rights, and be invited by a neighbour to join a men's group to discuss parenting skills. Repeated exposure to ideas from a variety of sources can significantly influence perception and affect behaviour.

5. Human Rights Framework

A rights-based approach to preventing domestic violence is empowering to women and the community. It uses the broader framework of human rights and justice to create a legitimate channel for discussing women's needs and priorities and holds the community accountable for treating women as valuable and equal human beings. It challenges community members to examine and assess their value system and empowers them to make meaningful and sustainable change. Without this foundation, projects tend to appeal to the goodwill or benevolence of others to keep women safe.

6. Community Ownership

Effective projects aimed at changing harmful beliefs and practices in a community must engage and be led by members of that community. Organisations can play an important facilitative and supportive role, yet the change must occur in the hearts and minds of community members themselves. Organisations can work closely with individuals, groups, and institutions to strengthen their capacity to be agents of change in their community. In this way, their activism will live long after specific projects end.

Process of Change

Preventing domestic violence in homes and communities requires individuals to identify the problem of domestic violence, consider its importance, evaluate their own behaviour, and then begin making changes in their lives. Behaviour is a result of our experiences, attitudes, and beliefs, and thus it is deeply linked to the prevailing belief system in the community. The attitudes and actions of neighbours, friends, co-workers, religious leaders, police, health care providers, etc. greatly

introduction

influence an individual's behavioural choices and collectively create the climate in the community. Although each individual is unique and will come to the issue of domestic violence differently, the process of how individuals change often follows a similar pattern. The process of change described in the Resource Guide is based on the Stages of Change Theory developed by psychologists in 1982 and further refined in 1992 (see *In search of how people change*, appendix O). While there are many different theories of how people change, we have found this one to be intuitive, simple, and generally cross-cultural. The Stages of Change Theory, with minor modifications, will be referred to throughout the Resource Guide. We hope that this theoretical framework will increase the applicability of the process outlined in the Guide by providing an example of how to use and apply theory in project planning.

Individual Behaviour Change

The Stages of Change Theory provides a way of understanding the process of how individuals can change their behavior. As you read the following stages of behaviour change, think about your own situation and how this theory applies to you.

Stage 1 Pre-contemplation

An individual is unaware of the issue/problem and its consequences for her/his life.

Stage 2 Contemplation

An individual begins to wonder if the issue/problem relates to her/his life.

Stage 3 Preparation for Action

An individual gets more information and develops an intention to act.

Stage 4 Action

An individual begins to try new and different ways of thinking and behaving.

Stage 5 Maintenance

An individual recognizes the benefits of the behaviour change and maintains it.

(For further explanation of the Stages of Change Theory, see appendix C)



Facilitating Social Change

The Resource Guide adapts this theory of individual behaviour change and scales it up to the community level. It proposes that a community also goes through a process of change before any given value system is adopted, and projects that recognize this process and operate in harmony with it are more likely to facilitate an enduring change.

The process described in the Resource Guide suggests five phases for affecting social change. These five phases are based on the stages of individual behavior change as described (page 15), yet the phases are amplified to work at a broader community level. Recognizing what individuals and communities typically experience when changing behaviour, the Guide suggests appropriate activities and materials to facilitate each stage of that process. The phases described below can provide structure and general guidelines for your organisation when designing and implementing a project to prevent domestic violence.

Phase 1 Community Assessment

The Community Assessment phase is a time to gather information on attitudes and beliefs about domestic violence and to start building relationships with community members. This phase corresponds to *pre-contemplation* in individual behaviour change.



Phase 2 Raising Awareness

The Raising Awareness phase is a time to increase awareness about domestic violence within the general community and various professional sectors (e.g., social and health services, law enforcement, local government, religious communities, etc.). Awareness can be raised on various aspects of domestic violence including why it happens and its negative consequences for women, men, families, and the community. This phase corresponds to *contemplation* in individual behaviour change.

Phase 3 Building Networks

The Building Networks phase is a time for encouraging and supporting general community members and various professional sectors to begin considering action and changes that uphold women's right to safety. Community members can come together to strengthen individual and group efforts to prevent domestic violence. This phase corresponds to *preparation for action* in individual behaviour change.

Phase 4 Integrating Action

The Integrating Action phase is a time to make actions against domestic violence part of everyday

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life and institutions' policies and practices. This phase corresponds to **action** in individual behaviour change.

Phase 5 Consolidating Efforts

The Consolidating Efforts phase is a time to strengthen actions and activities for the prevention of domestic violence to ensure their sustainability, continued growth, and progress. This phase corresponds to **maintenance** in individual behaviour change.

Strategies

Each phase of the Project suggests five main strategies for organizing and conducting activities. These strategies were designed to help organisations reach a wide variety of people. Each strategy engages different groups in the community and thus builds momentum, increases community ownership, and improves the sustainability of positive change. Groups within your community include religious leaders, health care providers, general community members, shopkeepers, women's groups, other NGOs, governmental and community leaders, police officers, local court officials, etc.

Five Strategies to Engage a Variety of Community Members

1. Learning Materials

Develop effective, thought provoking, and engaging learning materials (e.g., booklets, posters, games, information sheets, murals, etc.).

2. Strengthening Capacity

Strengthen the understanding and skills of community members and professional sectors to prevent domestic violence (e.g., staff development, a Community Activism Course for community volunteers and resource persons, and structured, ongoing dialogues with various professionals).

3. Media and Events

Create public forums for exploring ideas and values (e.g., radio shows, newspaper articles, exhibitions, marches, fairs, etc.).

4. Advocacy

Organise advocacy activities that focus attention on women's needs and encourage positive change (e.g., seminars, lobbying, professional discussion groups, school outreach, etc.).

5. Local Activism

Encourage community members to actively participate in preventing domestic violence in their community (e.g., community volunteer networks, community charters, domestic violence watch groups, local theatre, ribbon campaigns, etc.).

Organisations do not need to be experts in all of the strategies in order to effectively facilitate change within their community. Some organisations may be experienced in creating materials and have access to a talented artist, yet feel inexperienced in facilitating training. Some NGOs may be skillful community organisers while others may be building those skills for the first time. We hope the Resource Guide provides enough detail and examples to allow each organisation to feel they can competently facilitate many of the activities, even without prior experience in the area.

Activities

For each strategy there are a variety of activity ideas listed and described within the Resource Guide. The activities are diverse and participatory. They are designed to maximize the impact of the Project and correspond to the phases of community social change. There are many activities listed for each strategy to give your organisation an opportunity to choose which activities you feel are most appropriate for your community. All activities are suggestions and will require adaptation and modification depending on the capacity of your organisation and the context of the community. The activities described in the Resource Guide have worked successfully in different settings, yet your community will invariably have many ideas to add. We strongly encourage using the activities, samples of learning materials, and the Community Activism Course as jumping off points for your own unique community.

While all the activities in the Guide are meant to be adapted and contextualized, ideally, the sequence of the five phases of community mobilisation and use of diverse strategies, to reach various groups would be maintained. These are the practical expression of the six guiding principles upon which the Project is based.



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Mobilising communities is a complex process and will require preparation and management. It will also require your organisation to maintain a long-term vision. The internal culture of an organisation itself becomes a critical factor influencing the Project's success. Participatory leadership, solidarity among staff, and staff's sense of being a valuable part of a growing, vibrant organisation can greatly contribute to the spirit of the work. As an organisation and individuals promoting equity, justice, and rights in the community, it is important to strive toward those values internally as well. The following suggestions can help prepare your organisation and staff.

1. Discuss your organisational vision and identity.

Reflect on how your organisation is perceived in your community, how staff members understand the organisational goals, and how your organisational identity is constructed. It is important that these issues are considered before committing to a project that requires clarity of purpose and security in your organisation's identity. This process of reflection is important to enter into with honesty and perseverance. You may choose to seek help from external facilitators, board members, or colleagues to design a process of reflection. Consider, for example, some of the questions below:

- What was the original goal of your organisation?
- What was the mission statement that your organisation developed when it was established?
- Is preventing domestic violence within your organisation's mandate? If not, is this a conscious move, and do all the stakeholders agree?
- Are you predominantly seen as an organisation that provides specific services or are you seen as an organisation that raises awareness of various issues and campaigns for change?
- Where do you place your organisation on the continuum between service delivery and activism? How will a project like this shift where you place yourself on this continuum? How will the community react to this change?

2. Critically evaluate your organisation's leadership and structure.

Ideally, to implement this project, the leaders in your organisation will share decision-making power while guiding staff and holding them accountable. Leadership will mean strengthening capacity and confidence of staff over the life span of the Project and continuing to inspire your colleagues to take risks and commit to investing themselves in the work. This is often best accomplished by operating in a participatory manner that respects a variety of viewpoints and fosters leadership and initiative. Consider the following questions:

- Does the structure of your organisation encourage participation and collective learning?
- Do staff members feel supported?
- Do staff members have clear job descriptions and responsibilities?
- Are there open lines of communication between staff and leadership?
- Are there established work ethics?
- Are there clear lines of decision-making authority?
- Are the leadership roles and responsibilities defined and known to all?

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3. Choose an appropriate implementation model.

Decide how your organisation will use the Resource Guide to design a Project or strengthen existing work on preventing domestic violence. This early planning will influence what you are able to achieve. Some organisations may choose to collectively implement the Project (i.e., all staff work together on all the activities of the phase in progress). Other organisations may already have a departmental division of work and may find it easy to allocate responsibilities within the existing organisational structure. If your organisation is interested in implementing the five phased Project described in the Resource Guide yet does not have the staff or capacity to do so, you may consider joining forces with another organisation and dividing the strategies between you based on each organisation's experience and strengths.

Using Strategy Departments

From past experience, we suggest dividing staff into five departments based on the five strategies: Learning Materials, Strengthening Capacity, Media and Events, Advocacy, and Local Activism. Using this model, keep the following points in mind:

- Some departments may only require one staff member while others may require more.
- The activities of each department should complement one another and meet the objectives of the phase in progress.
- The staff members within each department are primarily responsible for that strategy and its activities. However, even when a departmental approach is used, staff will still collaborate and coordinate activities together.
- If you have more than one staff member in each department and there is sufficient disparity in skills and experience, designate one member of staff from each department as a department leader. Department leaders are accountable for their team's development and performance. They also take a lead role in planning and implementing the department's activities.
- For tips on organizing individuals or teams into strategy departments see appendix D.

Other Models

The Project described in the Resource Guide can also be implemented in other ways. How you choose to design a domestic violence prevention project is entirely dependent on your context and needs. For example, in Tanzania, Kivulini Women's Rights Organisation works through the five strategies and has added a component on social and legal counseling within its Advocacy Department. In Pallisa, a rural community in eastern Uganda, ActionAid-Uganda has chosen to primarily implement the Local Activism strategy supplemented with selected activities from other strategies. In Kampala, the National Association of Women's Organisations in Uganda is working in communities through four program departments. For further description of these models, see the case studies in appendices A and B.

4. Prepare for ongoing monitoring and documentation.

This is an essential component of a learning organisation. Mechanisms that enable a project to

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structure learning and build on shared experience are hallmarks of a strong and sustainable project. Each phase describes various monitoring and documentation mechanisms, such as Action Plans, Activity Reports, Weekly Check-Ins, Meeting Notes, and Review Processes. If your organisation is not familiar with using formal methods of goal setting, planning, and reporting, take extra time to read about the methods suggested and to review the samples provided. Be patient; the time and effort invested in these processes are worthwhile and essential for good programming.

5. Prepare and support staff.

Promoting women's right to live free of violence will challenge staff members in many ways. Some staff members may feel unprepared or question their ability to implement the Project. They may be living in a personal situation that conflicts with the vision of women's rights. They may be anxious about talking openly in the community about domestic violence due to the potential reaction toward themselves and their families. It is important to provide support for their personal and professional development from the outset.

Personal Support

The Project may have personal implications for some staff. The issues that will be discussed can touch the core of people's lives and relationships. Some staff may have experienced or be experiencing domestic violence. They may have inequitable and difficult relationships with their partners. They may feel that many of their human rights are being violated. To make the Project a safe work experience, foster a supportive and open environment among staff, and provide regular opportunities for staff to share their emotions and experiences of running the Project and how the Project relates to their own lives. As your organisation moves to facilitate a process of change in the community, remember that this process may be happening in the lives of staff members as well. It may be useful to connect staff to counselors or social services in the area for additional support if necessary. (For more ideas on how to support staff see page 44).

Professional Support

The Resource Guide suggests internal mechanisms for ongoing staff support and training in each phase, such as Weekly Check-Ins, Staff Development Meetings, weekly supervision meetings, and participatory training. You may also want to increase staff participation in external training and conferences.

Staff Introductory Workshop

Ensuring that all staff members understand the Project and process of implementation from the outset will build the staff's comfort level, motivation, and commitment to the Project. Therefore, before beginning Phase 1, a three-day residential introductory workshop is recommended for staff. The suggested workshop helps build a common understanding of the objectives and conceptual framework for the Project and is a variation of Workshop 1 in the Community

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Activism Course (CAC) (appendix Q, page 267). For the purpose of the staff introductory workshop, modifications are suggested for Day 3.

CAC Workshop 1: Understanding Domestic Violence

Objectives for Staff Introductory Workshop

- Build solidarity and a collaborative spirit among participants.
- Strengthen understanding of domestic violence, why it happens, and its impact on women, men, families, and the community.
- Develop Action Plans.
- Develop a common vision for the work to be undertaken.

Become part of a Movement!

Working to prevent domestic violence is a challenging and rewarding experience. It is our hope that the Resource Guide provides practical, useful, and relevant suggestions to assist you in your efforts. All of the planning and documentation tools, and learning material designs can be downloaded from our website at www.raisingvoices.org. Also, if you would like to be a part of a larger network of organisations using the Resource Guide, visit our website to share your experiences, successes, and challenges as we work together to create a safer and more just communities!

