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

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

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

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

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

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

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

Local Activism

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

Sasa! is helping to prevent violence against women and HIV in Africa and beyond. Sasa! is now being used in more than 35 countries and over 50 diverse communities worldwide as a systematic and effective approach to VAW prevention. Using community mobilization methods and grounded in stages of change theory, Sasa! facilitates a long-term process of social norm change in communities worldwide, whether urban, rural, refugee, pastoralist, or faith-based, redefining that change is possible.

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

Multimedia Activism

Airwaves, screens and newspapers in Uganda are alive with provocative ideas about violence against children. The 2012 Ugandan campaign communicated clear and compelling ideas that animate people to question violence against children and take transformative actions to address it. Our campaign is reaching more than 2 million Ugandans per month and this is not VAC prevention as an important issue on the public agenda. This campaign is successfully building a culture of questioning and is shifting the social acceptability of violence against children. This is shaping a new generation of relationships between children and adults.

Institutional Activism

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

Pioneering Sasa! Cotrol Partners

1. Coalition on Violence against Women (CEDOVIP)- Kampala, Uganda
2. Women against Rape (WAR)- Gulu, Uganda
3. CARE- Burundi
4. International Women's Rights Netwerk (IWN)- Tanzania
5. Kissinger Women's Rights Organization- Tanzania
6. American Refugee Council (ARC)- Gulu, Uganda
7. CIP- Pader, Uganda
8. Life for Women & Children Development Initiative (LIRWOCDI)- Lira, Uganda
9. Sasa! Network on Local Ethics and Rights (SANE)- Pulu, Uganda
10. Ground Breaking Initiatives for Women's Rights and Development (GBIRD)- Soroti, Uganda
11. Year End and Child Abuse Initiative Organization (YCIAO)- Beunaville, Uganda
12. Uganda Media Support Service (UMSS)- Moyo, Uganda

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

Uganda Partners

1. Association of Volunteers in International Service (AVSI)
2. International Women’s Rights Network- Tanzania
3. Coalition on Violence against Women (CEDOVIP)
4. Transactional Psychosocial Empowerment Programme (TPEP)
5. Sokolwe Army
6. Sasa! Network on Local Ethics and Rights (SANE)
7. Positive Planet
8. Children of Stone
9. World Vision
10. Mercy Children's Village

Practice by Numbers

13 countries utilizing Sasa! across the globe
13 partners receiving Sasa! TL
5 learning center visits facilitated
23 capacity-building interventions for Sasa! partners held with 207 participants
32 partner organizations working to prevent VAW and VAC
1,334 community activists sparking change around the region
155 cartoon strips published
155 WC handprints printed in newspapers
24 front page “earpieces” printed
19,800 info spots aired on 21 radio stations
265 radio shows aired
1,000 Good School Toolkits distributed to Uganda’s schools
1,000,000 learning materials distributed to Ugandan schools
10 Good School partners re-imagining education
95 Good School trainings conducted
25 peer learning exchange visits
2 million people engaging with media campaign in 7 languages per month
1,757 live talk shows aired on radio
150 storytelling programs aired
3,950 info spots televised
40 TV shows televised
32 film screenings and discussions
4,000 handprint stickers distributed
175 live talk shows aired on radio
105 Good School Toolkits distributed to Uganda’s schools
24 front page “earpieces” printed
19,800 info spots aired on 21 radio stations
265 radio shows aired
1,000 Good School Toolkits distributed to Uganda’s schools
1,000,000 learning materials distributed to Ugandan schools
10 Good School partners re-imagining education
95 Good School trainings conducted
25 peer learning exchange visits
2 million people engaging with media campaign in 7 languages per month
1,757 live talk shows aired on radio
150 storytelling programs aired
3,950 info spots televised
40 TV shows televised
32 film screenings and discussions
4,000 handprint stickers distributed
175 live talk shows aired on radio
105 Good School Toolkits distributed to Uganda’s schools
24 front page “earpieces” printed
19,800 info spots aired on 21 radio stations
265 radio shows aired
1,000 Good School Toolkits distributed to Uganda’s schools
1,000,000 learning materials distributed to Ugandan schools
10 Good School partners re-imagining education
95 Good School trainings conducted
25 peer learning exchange visits
2 million people engaging with media campaign in 7 languages per month
Generating Evidence

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

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

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

Disseminating Ideas

Child-friendly learning materials are sparking students’ and teachers’ imaginations.

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

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

Learning by Numbers

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

- More than 2,000 members of Voices for Children
- 20,000 teachers interacting with Good School Bank/Learning materials
- 100,000 students engaging with Good School Bank/Learning materials
- 59 researchers recruited, trained and supported for SASA! study
- 60 researchers recruited, trained and supported for Good School study
- 95 SASA! key informant interviews conducted
- 2,360 households sampled in SASA! study
- 2,649 community members interviewed in SASA! study
- 39 researchers recruited, trained and supported for Good School study
- 4,000 individuals writing essays about Good Schools
- More than 100 community heroes nominated and 4 Community Heroes honored
- More than 1,000,000 learning materials distributed to Ugandan schools
- 3,360 households sampled in SASA! study
- 100 community heroes nominated and 4 Community Heroes honored
- 20,000 teachers interacting with Good School Bank/Learning materials
- 100,000 students engaging with Good School Bank/Learning materials

Learning

Critical reflection cultivates change.

Disseminating Ideas

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

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

Learning by Numbers

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

- More than 2,000 members of Voices for Children
- 20,000 teachers interacting with Good School Bank/Learning materials
- 100,000 students engaging with Good School Bank/Learning materials
- 59 researchers recruited, trained and supported for SASA! study
- 60 researchers recruited, trained and supported for Good School study
- 95 SASA! key informant interviews conducted
- 2,360 households sampled in SASA! study
- 2,649 community members interviewed in SASA! study
- 39 researchers recruited, trained and supported for Good School study
- 4,000 individuals writing essays about Good Schools
- More than 100 community heroes nominated and 4 Community Heroes honored
- More than 1,000,000 learning materials distributed to Ugandan schools
- 3,360 households sampled in SASA! study
- 2,649 community members interviewed in SASA! study
- 95 SASA! key informant interviews conducted
- 60 researchers recruited, trained and supported for Good School study

Learning

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

**Influence Policy**

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

In 2012, Raising Voices moved beyond our daily practice of preventing violence against women and children. A substantial addition to our work over the preceding decade, our impact on corporal punishment.

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

**Prohibiting corporal punishment.**

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

**Networks and Alliances**

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

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

**Peer Learning strengths**

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

---

**Influence by Numbers**

3 documents published to influence policy
Raising Voices’ work shared at 13 conferences and events
825 in Her Shoes Toolkits being used by organizations around the region
71 new members joined the GBV Prevention Network
32,920 unique visitors to Network website
600 people interacting with Network Facebook page
25,505 community members and 4,022 children across 13 countries participate in regional 16 Days campaign
24 organizations utilizing Get Moving!
65 activists connecting at the Member Retreat
3 Speaker Events held throughout the region
3 Thematic Working Groups in action
1 article developed to address the Anti-Homosexuality Bill
2 Coalition on Corporal Punishment Meetings hosted
Organizational Overview

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

Financial Overview

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

Expenditure by Program

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

Fostering momentum to build a movement. 2012 was one of the busiest years for the Network as we reached our largest number of members and activities. As the Network continues to grow, we reflect upon the expansion of work to address VAW in the region. In 2003, the Network began as the vision of just 30 organizations. Now, it is more than 450 members strong.

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

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

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