

# Stop the bus! I want to get on

Lessons from campaigns to end violence against  
women in South Africa, Zimbabwe and Ghana

October 2008



 GENDER STUDIES AND HUMAN RIGHTS  
DOCUMENTATION CENTRE

  
WOMANKIND  
WORLDWIDE

  
Rape Crisis  
Cape Town

  
MUSASA PROJECT



**Stop the bus! I want to get on**





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## Glossary

CSV	Centre for the Study of Violence and Reconciliation
CSO	Civil-society organisation
CHRAJ	Commission for Human Rights and Administrative Justice
CBO	Community-based organisation
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
FBO	Faith-based organisation
FGM	Female genital mutilation
GBV	Gender Based Violence
IDASA	Institute for Democracy in South Africa
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
NGOs	Non-governmental organisations
RCCTT	Rape Crisis Cape Town Trust
SAPS	South African Police Service
VAW	Violence against women
WK	WOMANKIND Worldwide
WASN	Women and AIDS Support Network
ZNFPC	Zimbabwe National Family Planning Council
ZWLA	Zimbabwe Women Lawyers Association
ZWRCD	Zimbabwe Women's Resource Centre and Network

# Foreword



Strategies to tackle violence against women have evolved over recent years and there is now increased visibility of the problem and greater knowledge and awareness of its causes and consequences. However, huge challenges remain. The scale of this global phenomenon is enormous, but the level of investment in suitable interventions and the political will to tackle the problem remain low compared to other human rights violations. Aside from the devastating impact on the lives of women, their families and communities, the pandemic threatens to undermine efforts to bring about sustainable development.

This report encapsulates the lessons from three organisations working to achieve women's rights in South Africa, Zimbabwe and Ghana in their annual campaigns to raise awareness about and contribute to a reduction in violence against women in its many forms.

This document offers lessons and guidelines to non-governmental organisations (NGOs) and community-based organisations (CBOs) to encourage community awareness and understanding of gender-based violence, as well as to help those organisations build campaign strategies — and monitor their impact effectively.

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# Introduction



## Background

### *WOMANKIND Worldwide*

WOMANKIND Worldwide is a leading international women's human rights and development organisation.

Our vision is of a world where women are equal, secure, respected and proud. We work with women's organisations around the world to reduce violence against women, support women to play an active role in society and support them to fight for their rights.

WOMANKIND works to eliminate violence against women, increase women's participation in civil and political processes, and mobilise political will and resources for women's rights and development.

### *Small Grants Programme to support 16 Days of Activism Campaigns*

WOMANKIND supports a number of partners to undertake various campaigns around the world. In addition, under its Small Grants Programme, WOMANKIND previously provided annual grants to grassroots women's organisations in Africa to support their campaigns during the 16 Days of Activism Campaign, a global initiative aimed at raising awareness and reducing the prevalence of violence against women.<sup>1</sup> Grant recipients embarked on a variety of initiatives to raise awareness on VAW, share strategies, lobby governments and strengthen the solidarity of women tackling this issue. However, WOMANKIND acknowledged that the nature of the Small Grants Programme, which provided small, short-term grants for women's organisations, afforded fewer opportunities for

long-term monitoring and evaluation than programmes with existing long-term partners and, therefore, discontinued this grant programme in 2006.

### *The need to monitor and evaluate VAW campaigns*

In 2005 WOMANKIND commissioned research to help us make progress in monitoring and evaluating VAW campaigns. It became clear that we needed to create more meaningful relationships with grant recipients, mirroring the way WOMANKIND engages with long-term partners. We decided to take forward the following recommendations:

#### WOMANKIND should:

- ◆ Take a leading role in capacity building both new and existing partners to monitor and disseminate learning from VAW strategies and campaigns
- ◆ Learn from organisations illustrating best practice in terms of their monitoring processes and impact assessments

The research highlighted the lack of capacity and the challenges facing organisations working on VAW in terms of their assessing both the short and long-term impacts of VAW campaigns. According to the Centre for the Study of Violence and Reconciliation (CSVR) based in South Africa, monitoring and evaluating of VAW programming 'has remained a great challenge or gap for VAW organisations in Africa'<sup>2</sup>. The research highlighted the need to identify clear VAW campaign monitoring and evaluation (M&E) indicators, tools and systems.

1. Running every year from the International Day for the Elimination of Violence against Women (November 25) to International Human Rights Day (December 10), the 16 Days of Activism is timed to coincide with dates historically linked to women's rights and empowerment.

2. Matshalaga, Dr Neddy, July-August (2005) Violence Against Women in Africa: Initial Research on Learning and Evaluating Campaign Strategies, unpublished.

It suggested that WOMANKIND could learn and collaborate with organisations that have undertaken campaigns with demonstrable results, with the aim of working with them and partners to collate a participatorily designed VAW campaign monitoring and evaluation manual. This then could be adapted for use by organisations in Africa and beyond.

### *Lessons from three WOMANKIND partners undertaking VAW campaigns*

WOMANKIND reflected on how to learn more about effective campaign strategies to combat VAW and how to support partners to evaluate their work on campaigning within their local contexts.

In addition, the organisation wanted to explore what evaluative methods are most responsive and tailored to monitoring the impact of the strategies employed. Thus, WOMANKIND approached the Rape Crisis Cape Town Trust (RCCTT), on the basis of the organisation's history of undertaking highly innovative and successful campaigns in relation to VAW, as well as its knowledge and experience of VAW campaigning. WOMANKIND invited RCCTT to extract and document key lessons from its Stop the Bus Campaign, which took place as part of the 16 Days of Activism Campaign in 2006.

WOMANKIND also wanted to reflect the experiences of its partners in other parts of Africa. So we invited the Gender Studies and Human Rights Documentation Centre (Gender Centre) in Ghana and the Musasa Project in Zimbabwe to learn from RCCTT's lessons whilst planning their own 16 Days of Activism Campaigns in 2006 and 2007. They then added their experiences and learning from their own campaigns to the document.

Hence this resource documents the planning, implementation, monitoring and evaluation of three VAW campaigns in three countries in Africa during 2006 and 2007. Each organisation reflects on lessons learned and experiences they feel can be usefully shared with other organisations in Africa undertaking VAW campaigns under different circumstances. These efforts to take the exact measure of a campaign's success resulted in a useful toolkit for campaigners. General and contact information on the Rape Crisis Cape Town Trust, the Gender Studies and Human Rights Documentation Centre and the Musasa Project can be found in Appendix I.

### **Framing campaigns: United Nations and African Union frameworks**

The impact of violence against women is now well documented. It denies women their most basic human rights, such as the right to health, and is a major threat to the social and economic development of communities and whole countries. In development terms, VAW directly endangers the achievement of the Millennium Development Goals (MDGs) related to gender equality and women's empowerment, poverty reduction, infant and maternal health and mortality, educational attainment and combating HIV and AIDS.

Governments' obligations to prevent and tackle violence against women are set out in a number of international human-rights instruments, in particular the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the United Nations Declaration on the Elimination of Violence against Women. In fact, it is possible to find provisions of human-rights law that relate to violence against women in all of the basic UN human-rights treaties. For example, the International Covenant on Civil and Political Rights states that 'no one shall be subjected to torture or to cruel, inhuman or degrading treatment'.

In addition, many governments have made commitments to tackling violence against women at international summits and conferences, such as the 4th UN World Conference on Women held in Beijing in 1995. The resulting Beijing Platform for Action outlines concrete steps that governments must take to end the problem of violence.

There are also regional instruments, such as the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (the Convention of Belém do Pará) and, with particular reference to Africa, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, which defines violence as:

*'All acts perpetrated against women which cause or could cause them physical, sexual, psychological and economic harm, including the threat to take such acts; or to undertake the imposition of arbitrary restrictions on or deprivation of fundamental freedoms in private or public life in peacetime and during situations of armed conflict or of war'.*

The Protocol covers a broad range of human-rights issues and calls for an end to all forms of violence against women, including unwanted or forced sex, and recognition of protection from sexual and verbal violence as inherent in the right to dignity. The Protocol also explicitly calls for the legal prohibition of traditional practices such as female genital mutilation (FGM). Furthermore, the Protocol focuses attention on the prevention of VAW as follows: 'State Parties should identify the causes and consequences of violence against women and take appropriate measures to prevent and eliminate such violence'. See Appendix II for links to useful legal frameworks and instruments.

### *The need to share lessons from VAW campaigns*

Advocates for women's rights have campaigned hard to bring the issue of violence against women to the world's attention. As a result, a number of states have taken significant steps at the national level towards the eradication of such violence. However, these steps have focused primarily on improving laws relating to violence against women. Far less has been done to enforce such legislation and to tackle the underlying causes of the problem – the imbalance of power between women and men and the way in which gender roles are articulated in society.

Tackling violence against women requires changes in values, attitudes and behavioural norms, which can be difficult to quantify or measure over the short term. Thus, it is vital for women's organisations to continue to raise awareness at the community level, as well as to bring pressure to bear on national governments to address both the causes and consequences of violence against women within the framework of human rights. It is equally

important for organisations to be better at documenting the impact of work on VAW to share lessons with other practitioners, as well as to add to a body of evidence for influencing power brokers and policymakers.

Monitoring and evaluating both VAW generally and VAW campaigns specifically are challenging undertakings in both Northern and Southern contexts. Hence this document is an attempt to capture successful strategies and lessons from three of WOMANKIND's partners in Africa in order to provide guidance to other organisations hoping to more effectively document the impact of their campaigns work.

### **Who is this publication for?**

This document offers lessons and guidelines to non-governmental organisations (NGOs) and community-based organisations (CBOs) so that they can be more effective in raising awareness and understanding among communities of gender-based violence – as well as help those organisations build campaign strategies and monitor their impact effectively.

Community involvement with (and hence ownership of) development and campaign initiatives is essential to their long-term success and is one of the main ideas promoted here. WOMANKIND is confident that community leaders who take up the challenge to confront gender violence in their areas will learn a lot from the experiences of the Rape Crisis Cape Town Trust, the Musasa Project and the Gender and Human Rights Documentation Centre. We want to help campaign co-ordinators empower participants through including them in the planning, co-ordination, implementation and monitoring of initiatives, passing on skills and helping them become confident enough to run their own successful campaigns as part of a larger strategy.

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*Despite this significant web of policy and legislation already in place to prevent and challenge VAW, ongoing, systemic and serious failures in implementation remain. For this reason, campaigning to achieve stronger responses to VAW remains essential.*

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# How to set up a gender-violence campaign



## Introduction

While each campaign is unique, certain common factors in planning and managing a campaign did emerge from the experiences of the three campaigns. The Rape Crisis Town Trust explains:

## Violence against women campaigns

A violence against women (VAW) campaign is an organised set of actions which aims to raise public interest and bring about positive change. It focuses on the ideal of a world where women are safe, where there is access to good services for victims of violence, where there is a strong legislative and policy framework and where women's voices are heard.

Campaigns should be passionate: it is passion that sparks ideas, that brings people together to take initiatives and to mobilise. They aim to achieve change at several levels within the field of gender violence: the individual, families, the community, community structures and in the policies and laws that govern societies.

A campaign can also develop inspiring ways of working. It may involve mass gatherings, marching or demonstrating in creative or militant ways, or travelling long distances, meeting people from diverse places and backgrounds. It could be a postal campaign, a media campaign, it may take place through the internet or it may be an underground campaign.

## Seven steps for a successful campaign

It is useful to think in steps when hoping to achieve something: the steps on a journey or the steps up a mountain, leading to a higher place. However, sometimes a winding path is preferable to a straight path and so the steps, while they all follow one after the other, may also need to be flexible. The basic steps described here are:

- ◆ The concept
- ◆ Funding
- ◆ Planning
- ◆ Implementation
- ◆ Monitoring
- ◆ Evaluation
- ◆ The way forward

### 1. The concept

A sound campaign concept helps in the design of the campaign logo, the emblem or badge to be printed on banners, posters, t-shirts and other campaign materials.

How do you come up with a good campaign concept?

- ◆ **Borrow from other campaigns.** A good campaign concept doesn't have to be original. Find out what other organisations in the field of gender violence (and elsewhere) have done successfully.
- ◆ **Build from a method.** There are lots of campaign methods that the campaign concept can be built upon – such as holding a march or conducting a travelling campaign. Each method lends itself to a certain kind of campaign concept, and will give ideas on developing a slogan and logo.
- ◆ **Be proactive.** It seems obvious to run a campaign in response to a public or media outcry, but most campaigns fail because they are reactive: organisers have to pull something together in a short space of time, with limited resources and without the opportunity to encourage community ownership. To be effective, a campaign needs time for thorough planning and community collaboration.
- ◆ **Campaign slogan.** The campaign slogan is an expression of purpose. It is designed to familiarise people with the purpose of

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*'[The campaign concept] is the excitement, the passion and the thread that binds a campaign together and draws people into the campaign. It finds willing volunteers and eager sponsors and it ensures the success of arousing public interest'.*

---

the campaign in a spontaneous way so that it can become popular quickly. Get the local community to come up with ideas and words or phrases that can be adapted.

- ◆ **Message points.** Develop a slogan from campaign message points – the three or four main points that should be included in ALL campaign materials, media interviews and advocacy work. The four points should follow on from one another and make sense as a whole.

## Message points

- ◆ **Point 1: The ask.** A brief statement of what the campaign wants, is protesting about or wants to change. It should be positive and inspiring.
- ◆ **Point 2: The reason for the ask.** Why the campaign wants this, the reason behind the protest or why something has to change.
- ◆ **Point 3: What is at stake.** What will happen if the protest isn't heard or if the change does not take place?
- ◆ **Point 4: Action steps.** What the campaign wants the person or people it is addressing to do in support of the cause.

Try to get all four points into every interview or pamphlet and get everyone involved in the campaign to repeat them. Don't worry that you're being repetitive – it is important.

- ◆ **Campaign logos.** The campaign logo is a pictorial version of the title or slogan. It becomes the unique symbol of the campaign that is immediately recognisable, so it needs to be clear and simple. The logo needs to be used in many different ways in many different forms. It should be as visible and effective in a small format as in a large format and from far away as when close up.

## 2. Funding

Whatever type of donor you're approaching, your funding proposal should be short – five to eight pages at most – just enough to hold the reader's attention and convince them the campaign is worth funding.

- ◆ **Introduction.** The introduction should speak briefly and incisively about the problems of gender-based violence in the country or region in question.
- ◆ **Background.** Speak briefly about the organisation, covering its history, its main initiatives, its level of support, community involvement and how the campaign

fits in with its ongoing activities. A few paragraphs are all that is needed.

- ◆ **Aims.** The statement of aims should be a short, strong declaration of the intended course of action, the reason for taking that action, partners and collaborators and exactly who the action is aimed at.
- ◆ **Objectives.** Go into a little more detail about the course of action and the reasons behind it. Bring this together into four or five clear, numbered points or goals.
- ◆ **Activities.** It may be useful to set up two columns: one that shows planned activities and the other showing resources or 'inputs' needed to implement these plans. Each of the campaign's four or five objectives can be described in this way, so that activities correspond directly to objectives and the funder can see what is planned and how and what the campaign will need in order to carry out its planned activities.
- ◆ **Inputs.** Provide a detailed list of resources needed, such as hiring equipment, paying people to do certain things, stationery, transport, accommodation, telephone calls, printing, leaflets, banners, t-shirts and so on. The list of resources in this section forms the foundation of the line items in the proposed budget.
- ◆ **Outcomes.** Emphasise the motivation for the campaign by showing what the results of an intended course of action will be.
- ◆ **Indicators.** Show how you will measure the outcomes. This is the most convincing part of the entire proposal because it shows the funder that the campaign organisers are going to monitor the campaign's effectiveness.
- ◆ **Budget.** Take the list of inputs or resources and say how much each of them will cost. Work out how much is needed of each item and how many times you will need it. A standard practice is then to calculate that total for each line item, put them all together in a single total and then add 15 per cent of that for administrative costs and 30 per cent for organisational costs. Administrative costs include all the campaign-related phone calls, printing, faxing, the use of computers, driving around on errands and so on. Organisational costs include renting office space and salaries of staff who give

their time to the campaign without being directly involved.

- ◆ **Stakeholders.** Funders are interested in collaborators, partners and other networking contacts because this tells them about the organisation's level of support, its impact and sustainability over time, how influential the group is and how it links to other funders. If there is more than one funder in the project, this also needs to be specified.
- ◆ **Final motivation.** Give the funder a reason to fund by saying why it wants to be involved and lend its name to such a venture. Ask it to partner the organisation and suggest why this would be an advantage. Use this part of the proposal to ask the funder to begin or to develop a particular kind of relationship with the organisation and the campaign.
- ◆ Accompany the funding proposal with a **covering letter** signed by either the director of the organisation, the fundraiser or the campaign co-ordinator – whoever the funder is going to be liaising directly with (the contact person). No longer than a page, this letter thanks the funder for considering the proposal, outlines what its contents are and perhaps expresses a hope for a positive outcome.

### 3. Planning

Usually, the planning of a campaign is the most time consuming and difficult part of the process. Be patient and thorough and be aware that planning often continues after implementation, evaluation and into the next campaign. Factors to consider during the planning phase include:

- ◆ **The organising committee.** Think about all the groups of people who will be involved in the campaign and have them represented in some way on the organising committee. Do not let the committee get too big. Once established, it is important to trust the team members to do their jobs. Decide on a system of regular communication and maintain that system well. Develop a detailed planning schedule of meetings and other activities so that everyone knows in advance how to commit and manage their time.
- ◆ **The broader team.** Define the team roles and responsibilities as clearly and as

early as possible to avoid confusion and duplication of effort. Make sure the team gets feedback regularly on the progress of the planning committee and vice versa.

- ◆ **Setting indicators.** Planning provides another opportunity to set clear indicators for the campaign's success, combining both quantitative and qualitative factors. Set up monitoring mechanisms in advance and put in place tools to measure effectiveness.
- ◆ **Problem solving.** Anticipate logistical problems and have possible solutions in place.
- ◆ **Networking.** Use networking as a primary strategy for all phases of the campaign. Whether it is a network of suppliers of equipment or materials, a network of key stakeholders or a network inside the organisation itself, networking is essential. Maintaining the relationship once established is also crucial.
- ◆ **The planned programme.** Prepare the programme of events as thoroughly as possible, but at the same time keep it flexible.
- ◆ **Last minute.** There will be a lot of last-minute issues and activities, so be prepared.

Things seldom turn out exactly as planned. This is, in fact, often desirable, as things going 'wrong' often leads to spontaneous, creative and unexpectedly good things happening instead.

### 4. Implementation

Factors to consider during implementation include:

- ◆ **Obstacles.** Once the campaign begins, adapting to real circumstances is crucial. Overcome any obstacles immediately, as a team, and always keep the campaign goals in mind. Be resilient when things go wrong: it is not just the problem, but how it is handled that makes or breaks a situation.
- ◆ **Team leadership.** Team dynamics and leadership styles are important. Creating clearly-defined roles and responsibilities is a good start. A team also needs the opportunity to get to know one another before they start working together, so build this into the planning or

implementation phases to minimise friction between team members.

- ◆ **Briefing.** 'Briefing' is a space where plans can be outlined and logistical information shared and checked before the start, so that everyone knows what to do and has clear objectives. It is also a place where team dynamics can be spelled out and resolved. One of the most empowering things for women campaigners is personal growth, and any gender-violence campaign should provide plenty of opportunities for this.
- ◆ **Debriefing.** In 'debriefing' the group reviews its actions and evaluates them. Although it is good to do this at the beginning and the end of the implementation phase, it is also worthwhile at intervals during the campaign.
- ◆ **Mutual and self-care.** The work of a campaign can be taxing. In some countries it can be dangerous. Work out safety measures and apply these strictly. If arrests are a risk, put legal resources in place and inform people of the risks. Day-to-day stresses can be demanding on another level. Conscious methods of self-care need to be factored in.

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*'The things we have to learn before we can do them, we learn by doing them'.  
Aristotle*

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The implementation phase would not be meaningful if it was not a learning experience. Implementation provides the substance

on which to reflect to plan things differently next time.

### 5. Monitoring

Monitoring is the reflecting aspect of implementation (and even planning); it allows learning, adaptation to circumstances and provides opportunities to plan differently next time. Factors to consider during monitoring include:

- ◆ **Ongoing indicators.** Put monitoring tools and mechanisms in place right at the beginning of the planning process. To find meaningful indicators, set them at various stages of the campaign, letting each set of indicators guide the next phase.
- ◆ **Monitoring methods.** Use tried and tested or familiar monitoring methods, but don't rely only on them. Look out for new methods as the campaign progresses, trying to include both quantitative and qualitative aspects of the campaign.

Include monitoring in every area of the campaign, with some being within the organisation's control (evaluation forms) while others are not (requests for media interviews). This prevents the organisation from becoming trapped into only monitoring the campaign through its own perceptions. Include financial monitoring tools, with a strict record of expenses and proof of expenditure. This aspect

*A Rape Crisis Cape Town Trust 'Stop the Bus' campaigner addresses young people who have come together to find out more about the campaign – and to sing. When monitoring the success of such an event try and include both quantitative and qualitative measures.*





*Good newspaper coverage for 'Stop the Bus': the media is the number one method for communicating a message and for publicising issues that a workshop, a meeting or a pamphlet drop can only reinforce. Being able to get media coverage is also an invaluable indicator of campaign effectiveness.*

of monitoring is particularly important for funders and sponsors.

## 6. Evaluation

The basis of an evaluation may be as simple as asking how something went: what worked well and what could have been done better and how. Begin with team debriefings. Constructive criticism is useful, provided those making critical comments are also able to acknowledge the things that have gone well. Complaints, concerns and resentments should be explored, because these are the things to change. The evaluation process is about creating an environment and relationships between role players that allow for an open account. Factors to consider include:

- ◆ **Methods and techniques.** A focus of all gender-violence campaigns should be acceptance, nurturing and self-development for the people implementing the campaign. Groups feel safest when they know each other well, so divide large groups into smaller ones and carry out exercises that help group members get to know each other.
- ◆ **External measures.** Hold conversations about the campaign with external role

players. Then collate all the information gathered and analyse this data against the set indicators.

And what of the effectiveness of the monitoring tools and the mechanisms themselves? Direct observation and personal reports can be useful, but people can also be very different and have widely varying views. Documentation can get lost along the way. Photographs and blogs can be the liveliest form of monitoring, but they don't offer a critical perspective.

## 7. The way forward

The campaign is over. Goals have been met and objectives achieved, but seldom in the way originally envisaged. As a result, much has been learned and the organisation will want to do things differently next time. The campaigners want there to be a next time and feel excited about it.

Alternatively, the goals may not have been achieved and the campaigners feel disappointed and demotivated; or they realise the objectives were unrealistic in the first place. However, a so-called 'failed' campaign is a very good basis from which to plan the next one – provided the monitoring methods were

*'Without our stakeholders at local level, we would not have achieved anything. Much of the success of this campaign is due to the women who worked to organise participants, venues, catering and transport to make sure our workshops were well attended and found fertile ground for the seed they planted. Hoping to be there for harvest-time next year!'*

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***'A truly collaborative approach to campaigns doesn't ask, "Did we do enough for our community?" It asks, "Did we do enough with our community?"'***

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sound enough to inform the evaluation of what went wrong and why.

Most campaigns are a combination of failure and success, with enough accomplished to keep up enthusiasm – and enough mistakes to create the determination to do better next time.

Start the next campaign by analysing how involved the local or target community were in the previous campaign. Then analyse how to get them even more involved next time. Peo-

ple get involved in a campaign because they feel they own it. Go back to the people who complained the most about the campaign and get their ideas about how they think things could have gone better. Collaboration doesn't just happen; it takes times for working relationships to develop.

Campaigns – and gender-based campaigns in particular – are not only about bringing about change. They are also about building capacity.

# True stories: violence against women campaigning in Africa



The following case studies come direct from three WOMANKIND partners: the Rape Crisis Cape Town Trust, Gender and Human Rights Documentation Centre and the Musasa Project. All three organisations ran campaigns during the 16 Days of Activism to end Gender Based Violence in 2006 and 2007.

## The Rape Crisis Cape Town Trust

Established in 1976, the Rape Crisis Cape Town Trust is one of the most experienced organisations working within the sphere of violence against women in South Africa. Member activists address the challenges of improving access to psychosocial care, treatment and justice for rape survivors. These initiatives include:

- ◆ successful lobbying for a change in the country's sexual offences legislation;
- ◆ setting up specialised sexual offences courts;
- ◆ setting up victim-support centres at police stations;
- ◆ creating dedicated medical facilities as part of a service for rape survivors;
- ◆ providing counselling and support services to survivors and their partners, family and friends;
- ◆ awareness interventions in schools and communities;
- ◆ the continuous empowerment of women from surrounding local communities through the RCCTT volunteer programme; and
- ◆ networking with other organisations in the field locally, nationally and internationally to share information, pool resources and co-ordinate activities.

RCCTT has also developed a number of smaller projects to meet the needs of communities and survivors. One of these is an annual campaign aimed at raising awareness about

rape in communities, while at the same time developing the skills and abilities of the volunteers and community members involved in organising the campaign itself. In 2006, during the '16 Days of Activism Against Gender Violence', RCCTT planned the 'Stop the Bus Campaign'.

## 'Stop the Bus': background

In South Africa in 2006 rape was still legally defined as 'the unlawful and intentional sexual intercourse with a female without her consent'. Even within this limited definition, the South African Police Service receive 144 reports of rape each day in the country<sup>3</sup>. Myths and stereotypes still dominate views on rape in South Africa, and the police and other key role players in the criminal justice system often treat reports of rape with scepticism. As a result, RCCTT believes many rape survivors do not report what has happened because of fear of disbelief, the stigma suffered by rape victims and fear of intimidation by perpetrator(s). This leaves a large number of survivors with no access to justice or future safety.

## Stop the Bus: campaign proposal

The Rape Crisis Cape Town Trust, in collaboration with WOMANKIND Worldwide, the Western Cape Network on Violence Against Women, the Gender Advocacy Project and Women on Farms proposed to conduct an annual campaign, beginning in 2006, with the aim of establishing and maintaining stronger relationships with rural communities in the Western Cape.

The concept for the campaign was to follow the example of a previous campaign co-ordinated by the Centre for the Study of Violence and Reconciliation (CSV) and to take a bus load of volunteer trainers, community activ-

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*'144 incidents of rape are reported every day in South Africa'*

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3. Institute of Race Relations, 2003.

ists and counsellors on a tour of the rural areas of the Western Cape offering workshops, networking meetings, training and counselling on issues relating to violence against women. The proposed theme for 2006 was The Sexual Offences Bill and the rights of survivors of sexual violence. A further important aim of 2006's campaign was to produce guidelines for partner organisations throughout Africa on planning and implementing successful campaigns.

### *Campaign objectives*

RCCTT wanted to implement a project in those rural areas which lack access to resources – and where debate around issues pertaining to violence against women is less common than in urban and peri-urban areas. Rural women need good information, support and a voice in lobbying and campaigns. In this first campaign, RCCTT and its partners intended to focus on towns that had some NGO presence and definite links with the Western Cape Network on Violence Against Women<sup>4</sup>; but they also hoped to gather information about towns in more remote areas where they could focus in the future.

The campaigners felt that an important element of the tour was to give the volunteers an opportunity for development through practising their skills in different contexts, seeing other parts of the country, learning about its history, interacting with people from diverse backgrounds and getting in touch with nature. The organisers realised that it might also be quite stressful and disorientating for the volunteers (some of whom had never travelled beyond Cape Town), so a co-ordinator was employed to offer supervision and support on the bus and a day for personal growth activities was factored in to restore the team's energies.

One of the main products of the campaign was to be a description of how it was planned, co-ordinated, implemented, monitored and evaluated, with recommendations for future campaigns.

Keeping all this in mind, the organising committee came up with these objectives:

- ◆ Travel out to rural areas in the Western Cape where communities had been identified as already dealing with problems relating to rape and violence against women
- ◆ Raise awareness, offer information, education and consultation to the communities that had been identified
- ◆ Gather information so RCCTT could compile a needs assessment for future campaigns
- ◆ Create opportunities for volunteers and community members to develop skills through involvement in planning and implementing the campaign
- ◆ Develop a handbook of guidelines for running a successful campaign through documenting the process from start to finish

### *Planning the campaign*

The actual planning time for the campaign was short – six weeks plus the two months spent sending out proposals and raising funds. This is not a lot of time, so RCCTT formed an organising committee, scheduled regular weekly meetings and blocked off time to devote to campaign tasks.

The committee consisted of two counselling co-ordinators, an advocacy co-ordinator, a training and development co-ordinator and two social work students from Denmark. The director also facilitated a meeting with the campaign partners. The organising committee produced a detailed planning schedule, including dates of meetings, activities and an ongoing task list to be referred to at the beginning and end of meetings. There was a standing agenda covering accommodation, venues, networking, finance, publicity, resources, volunteers, the programme and evaluation.

To maintain good ongoing communication outside of meetings, the campaigners stayed in touch with one another via e-mail and telephone, and spoke to one another when they met at other meetings.

The first step in the planning process was mapping out the logistics. The organising committee planned the two routes, and the students took responsibility for arranging the accommodation. The committee decided on what resources would be needed in terms of leaflets, pamphlets, banners and t-shirts – and developed, designed, wrote and ordered them

*'Something we found absolutely crucial was an implicit confidence in ourselves and one another, trusting that we would all do what was needed and anything we had forgotten or neglected would be automatically picked up by someone else. As a result our working relationship was perfect – a pleasure'.*

4. The Western Cape Network on Violence Against Women is a Cape Town-based non-governmental organisation (NGO), with extensive contacts to NGOs and CBOs that work in the field of gender-based violence in small towns throughout the province. It has over 300 member organisations and offers networking forums or focus groups and training and development services.



Day 1 of the 'Stop the Bus' campaign to change hearts and minds about rape in Western Cape.

in good time. They compared quotes from bus companies and contracted the best one.

The committee divided everyone into two teams to go on the bus, and outlined their broad roles and responsibilities. They also contracted a professional facilitator to take the teams on a journey of 'personal growth' in the middle of each week.

The biggest challenge was establishing networks in the rural areas to be visited, given that RCCTT had no rural contacts at the time. The group used its partners, chosen for their rural connections, and government contacts, to find people in the small rural towns.

Once the campaigners had some initial contacts, they prepared and circulated an advance notice containing a programme outline. The contacts then circulated this to others in the district until someone agreed to take responsibility for making concrete arrangements including a venue, catering and transport for participants to each meeting, workshop or pamphlet drop.

The programme was designed to be flexible. The team members decided on five basic workshop outlines. The volunteers then worked to draft more detailed outlines, which the organising committee converted into a uniform (and hence interchangeable) format.

Once selected, team members began attending meetings immediately. They each spoke about the role they imagined for themselves and the formalised roles were developed from these. As soon as the detailed plans were

in place, the teams and organisers developed a detailed daily schedule showing a timetable of events for each day including venues, contacts, payments, meals, briefings and debriefings, accommodation and responsibilities. A week before the first team left, the organising committee held a briefing for both teams. An individual file designed to match each role was prepared for each person to take on the bus.

### Implementation

Everyone was up very early on the day of departure and the entire campaign group was there to give the first team a good send-off.

An hour later, the team called to say there were only three people at the workshop in Atlantis, the first stop! Undeterred, the team went around recruiting participants and managed to get 15 people. This turned out to be a very successful workshop, but then the place

*'We found the social workers, volunteers, community workers and police officers we were referred to unfailingly welcoming and generous with their time, energy and resources.'*

### Key lessons

- ◆ It is difficult to plan from a distance for a community you know nothing about and where you have no existing networks
- ◆ There may be political issues that divide communities: if you choose an organiser from a certain camp, that may automatically exclude everyone from another camp
- ◆ Some rural communities are suspicious of urban organisations. People know the trend in funding for rural projects and have become cynical of urban organisations that tell people in small towns what a bad job they are doing, what to do to make it better and then depart leaving little of value behind

they had been given for the pamphlet drop was deserted. Further challenges included a flat tyre that no one knew how to change...

The team had daily briefings each morning, where they looked at the plans and allocated tasks for the day; and an evening debriefing where they spoke about how the day had

### Key lessons

- ◆ Briefings may turn out to be the crucible for problem solving and venting frustration
- ◆ The campaign group has to become resilient: to bounce back from any difficulties in order to keep going and remain calm and cheerful

*'Getting to know the communities we visited by listening to what they had to say rather than telling them what we know worked very well.'*

*Appearing on local radio gives a huge boost to the number of people listening to your campaign messages.*

gone and dealt with any unfinished business or problems.

As the week progressed, the team found that each day carried its own set of difficulties and they had to rise to each occasion to overcome them. In spite of this, the team completed every task and managed to have some very enjoyable times – especially in the workshops themselves and when meeting people along the bus route.

Team dynamics and leadership styles for the two teams were very different. The co-ordi-

nator for the first week was calm and gave the group a lot of autonomy. She allowed them to grapple with group decisions themselves, but at the same time made sure they respected her authority.

There was a fair amount of conflict within the first group because, initially, the volunteers in the team were not able to 'own' the planning stage (only one had been on the organising committee). The second problem arose because the volunteers felt the organising committee had not been sufficiently transparent about why they planned things, particularly budget allocations, in a certain way. Thirdly, some members of the group felt they had not been adequately briefed and were not clear about their exact roles and responsibilities.

### Key lessons

- ◆ During the planning phase, include volunteers right from the beginning
- ◆ Be absolutely transparent with volunteers (and others on the team) by giving them all a copy of the budget and the plans, setting selection criteria together – and planning the activities on the bus together
- ◆ Clarify roles and responsibilities way ahead of the start of the campaign



When the group returned, a thorough debriefing was held. It demonstrated just how challenging such intensive work – together with the stresses of being together all the time with very little time to be alone – is going to be. Both teams found this a helpful way of debriefing from the campaign activities.

The second team departed a week later. The group also experienced challenges: there was a minor accident on the bus, team members were plagued by the heat, mosquitoes and other pests in the evenings – and then they even lost their way.

The second team's leader was proactive and energetic and did not leave many decisions to the group. She played an active role in problem-solving and took part in many of the group's activities. She had been a member of the organising committee, so she was able to tell the group why things were done in a certain way. There was very little conflict within the team. Nonetheless, the debriefing

### Key lessons

- ◆ The co-ordinator is in a unique place to observe the different dynamics of the organisation
- ◆ If the campaign involves travel, the staff co-ordinator must be called regularly and have an opportunity to debrief with a colleague who is not with her on the trip



*'Stop the Bus' on the road: the team displayed the campaign banner at every stop to make sure people would come to ask questions and air their views.*

### Key lessons

- ◆ Finding ways of conserving the campaign team's energy and supporting them emotionally is an important part of planning

revealed that the second team was equally stressed by the travel, workload and being far from home.

Both teams said that the day in the nature reserve with a trained tour guide and personal growth facilitator had had a profound impact.

*'Stories of birds that mate for life and bulbs that bloom only every 20 years; of the folk legends of the region and the meanings of the names of things – these had everyone talking and excited and relating nature to their own lives. The teams also found nature a source of challenge and they found their courage through facing that challenge.'*

The logistics of the trip were also an important factor. The fact that the bus and accommodation were comfortable, the scenery was spectacular, and that they were given such a warm welcome by the different communities they visited really made the campaign an enjoyable experience. Overall, the Stop the Bus Campaign's implementation was judged to be a success and everyone involved came away with a great sense of achievement and satisfaction.

For the full story of the campaign, together with more photographs, go to the Stop the Bus Campaign blog on the RCCTT homepage at [www.rapecrisis.org.za](http://www.rapecrisis.org.za)

### Monitoring

The organising committee decided to set indicators at various stages of the campaign, letting each set act as a guide towards the next phase. So the funding-proposal indicators were used during the planning phase, and in the final briefing the committee asked the teams to set



*Volunteers explored the ways nature enhances lives and helps them let go of stress.*

their own indicators and outcomes just prior to implementation.

For example, the committee had anticipated that the teams would be able to have four workshops each week and set this as a campaign indicator. At the end of the planning phase, when these workshops had been arranged, the committee asked the teams to set further indicators to monitor the impact of

each workshop. In addition to people turning up and facilitators being able to run through the programme in full, the teams came up with the following indicators for a successful workshop:

- ◆ a high level of interest;
- ◆ active participation from all role players;
- ◆ enthusiastic questioning;
- ◆ positive feedback;
- ◆ a sense that participant expectations had been met; and
- ◆ an expressed desire from participants for further workshops.

These then became the workshop indicators, set by the workshop facilitators. The organising committee went on to do the same for all the individual campaign activities.

Once the indicators were in place, the committee had to monitor progress towards these goals. From the beginning the campaign had broad monitoring tools and mechanisms in place but, as the campaign progressed, more were added. The basic tools were written evaluation forms and needs-assessment questionnaires.

But, with the rural communities being visited having low literacy rates, the organisers had to put verbal means of gaining feedback in place as well. Each workshop had a verbal exercise at the start, asking for the group's expectations, and at the end, asking whether or not their expectations had been met and what they would remember about the workshop in future. The teams asked for suggestions and recommendations at every opportunity.

### STOP THE BUS: final campaign indicators

- ◆ New relationships with stakeholders built
- ◆ Clear idea of the needs of rural communities
- ◆ Opportunities and ideas for next year's campaign
- ◆ Independent networks formed
- ◆ Calls for follow-up workshops
- ◆ Lots of messages of support
- ◆ Positive feedback for workshops, meetings, events and pamphlet drops
- ◆ Ten volunteers and two to four staff members meet the criteria for selection as bus crew
- ◆ Volunteers learn new skills and improve existing skills
- ◆ Volunteers feel supported
- ◆ Daily schedule well co-ordinated
- ◆ Volunteers experience exposure to nature positively
- ◆ Volunteers describe ways in which they grew personally as a result of the trip
- ◆ Interesting and eye-catching website
- ◆ Good teamwork in the face of challenges
- ◆ Group able to adopt a freeform approach if events don't go as planned
- ◆ Positive feedback on counselling sessions
- ◆ Media attention
- ◆ Useful guidelines for future campaigns

*In peri-urban areas people are in just as much need of awareness raising and inspiring – even though they may have slightly greater access to services and resources than their rural counterparts.*





Pamphlet drops were 'Stop the Bus's' ideal opportunity to talk to the 'man on the street.' The teams also put together packs that were delivered to local service providers, particularly clinics and local police station Victim Support Rooms

'How do you measure a sense of accomplishment? It was there in the excitement in the room, the ease with which people spoke, their enthusiasm and their honesty'.

### Key lessons

- ◆ Every person involved in the campaign is a monitoring 'tool'

There were a set number of pamphlets to distribute: whether or not the teams did so was a clear indicator.

Every person on the campaign was, in a way, a 'monitoring tool' and 'mechanism'. The briefings and debriefings, the personal accounts of everyone when they came home, the formal evaluation workshop by the teams, the organising committee and the external facilitator, the daily blog, the photographs, the evaluation and needs assessment forms, the messages of support, the media interviews – all these tools and mechanisms were clear measures of the campaign's effectiveness.

### Evaluation

The simple act of asking how something went, what worked well, and what could have been better (and how) was the basis of Rape Crisis Cape Town Trust's evaluation of the 'Stop the Bus' Campaign. It began with the two team debriefings and the myriad individual conver-

### STOP THE BUS: full list of monitoring tools and mechanisms

- ◆ Daily blog
- ◆ Attendance registers
- ◆ Needs-assessment forms and report
- ◆ Evaluation forms and report
- ◆ Observers' notes
- ◆ Debriefing reports
- ◆ Final evaluation report
- ◆ Messages of support – website and pamphlet drops
- ◆ Follow-up calls – one month, three months, six months
- ◆ Report on monitoring and evaluating the impact of campaigns
- ◆ Cash book, receipt book and complete file of invoices

### Key lessons

- ◆ If a campaign involves travel, the team needs to establish itself, even if briefly, in a particular area before going in and doing the work: this gives it more of a presence in the area and is less exhausting for the team members
- ◆ The team will also need to build a particular kind of relationship with local organisers, being clear about what the partnership entails

***'Rape Crisis' message is for the communities where rape happens and where people feel the most disempowered and distanced from services. Local stakeholders are needed to help organise activities in venues closer to the heart of the communities.'***

sations between people on their return. These debriefings didn't look at the objective results too closely, they simply offered the groups a chance to let go of the emotions of their experiences.

Two weeks after the second bus returned, the organising committee and teams all came together as a group and spoke about the entire campaign and its impact. This evaluation workshop was the first time everyone sat down to speak about the success of the campaign.

The teams were critical of the campaign, of the organising committee and of the planning process itself, while still being able to acknowledge the things that had gone well. This information taught RCCTT a great deal about how to do things differently next time. For example, when the group analysed the route the bus

### Key lessons

- ◆ Arrange the date, time and venue for an event and then send out your own invitations
- ◆ Consider travelling door-to-door in areas where people don't have access to information
- ◆ Develop some understanding of the local politics; you can then be strategic in the way you interact, using a particular tone
- ◆ When dealing with provincial-government stakeholders, ask provincial counterparts to tell their local district offices to participate in the campaign

followed, they said the bus should have visited fewer places and spent more time in each.

In some instances there were few participants because the town was divided into political factions. The mayor, ward councillors, police and social workers from the Department of Social Development did not know about the event. RCCTT also discovered that it could have worked in a different way with government stakeholders.

Most of the groups involved wanted the 'Stop the Bus' campaign to return and offer more workshops. The teams made recommendations about how next year's campaign could use these participants to get to know the communities better, thus reaching the target group more effectively.

Similar conversations were held about the content of the workshops, the pamphlet drops, the website, the media interviews, the resources, the logistical arrangements, the networking, the budget, the timing, the planning, the roles and responsibilities, the personal growth process and the leadership on the campaign. The group was unanimous about doing the campaign again in 2007, and most of the team members wanted to be involved again. The group's sense of achievement was hard-won and well-deserved. But it was their complaints, concerns and resentments that the organisers were most keen to explore, because these were the things to change.

In terms of the effectiveness of the monitoring tools and the mechanisms themselves, direct observation and personal reports were useful, as was a thorough review of all the written reports. Attendance registers were well kept, so RCCTT has excellent contacts for its next campaign. Evaluation forms, needs-assessment forms and messages of support contained much in the way of feedback and ideas. Minutes of meetings and workshops also gave a good idea of the verbal expectations and feedback of participants.

The blog was the liveliest and most creative form of monitoring, together with more than 600 photographs. While these sources do not offer a critical perspective, they do allow people to watch the campaign from afar and offer their support. And a picture paints 1000 words.

Quite a lot of documentation was lost. The constant packing and repacking of the bus every day, with no filing system in place for storing papers, probably contributed to these problems.

### *The way forward*

The Rape Crisis Cape Town Trust felt the response to the campaign was sufficiently positive to develop a plan to do another in 2007, and to begin to develop this as an ongoing annual campaign. To this end, the group has built the campaign into its strategic plans to 2010. The organisers have been further encouraged by spontaneous funder interest in the campaign. The stakeholder response was undoubtedly there and calls have been coming in steadily from most of the areas visited, asking Rape Crisis Cape Town Trust to run workshops or engage in shared activities.

***'We had so much fun and it was so rewarding that we definitely want to continue 'Stopping the Bus' to end violence against women!'***

*These 2006 'Stop the Bus' campaigners found that networking with community service providers was essential. The number of requests for follow-up workshops, the interest in continuing the campaign in 2007 – and the commitment to establishing local forums – was the most exciting legacy of the trip.*



As we go to press, RCCTT is well on the way to launching its 2008 campaign: it is developing a full set of recommendations for its organising committee based on 2006's and

2007's evaluations, it will be contacting all existing and new stakeholders, will be fundraising more intensively and is holding meetings well in advance.



## THE GENDER STUDIES AND HUMAN RIGHTS DOCUMENTATION CENTRE

### *Background*

Over the last 10 years, activism to challenge obstacles to the elimination of violence against women (VAW) has increased significantly in Ghana. However, despite widespread action, there are some communities where awareness-raising on the issue has failed to take place. This is particularly the case for rural communities where information is not easily accessible. Taking this – as well as the importance of raising public awareness to end VAW – into consideration, the Gender Studies and Human Rights Documentation Centre (Gender Centre) decided to implement the 2007 '16 Days of Activism' campaign in rural communities. The aim was to break the silence around VAW in communities where no public awareness-raising activity on the issue had been carried out – and to establish relationships for similar work in the future.

The first part of this section takes you through the processes involved in planning and implementing Gender Centre's campaign. It also shows the different tools and methodologies used to monitor and evaluate the impact and effectiveness of the campaign – and highlights lessons learned for the future. The campaign introduced VAW as a rights issue and provided a platform to discuss the issue publicly for the first time in these communities.

The women of the communities appreciated Gender Centre's intervention to educate them about their rights and committed themselves to fight violence in their communities. While the men were receptive and actively participated in the discussion, some expressed fear that the outside intervention would give too much power to women. The chiefs, opinion leaders and the state agencies all welcomed the intervention. The campaign has created a favourable environment for change in the long term. By collaborating with the media, the Gender Centre has spread the issue nationwide, reinforcing public discussion on violence against women and Ghana's newly-enacted Domestic Violence Act.

### *The Gender Centre*

Since its establishment in 1996, the Gender Centre has been working to address violence against women in Ghana from a number of different angles. It has researched, advocated, trained, and developed and documented materials on VAW. Some of the projects undertaken include:

- ◆ Conducting the first nationwide survey on VAW. The research gave an in-depth understanding of VAW by studying the causes, consequences and the mechanisms that perpetuate VAW in Ghana.

*Gender Centre's bus, decorated with posters calling for a stop to violence against women, took the campaign team to where the need was greatest, in the rural communities. One of the team interviews a policeman about the issues surrounding the campaign.*



- ◆ The Nkyinkyim<sup>5</sup> project, which came out of this research. This project tackled VAW by: training and building the capacity of partner organisations, civil society and state agencies; establishing community-based anti-violence response and prevention programmes; and advocacy highlighting the issue of VAW.
- ◆ The Safe Schools Project, which addresses gender-based violence in schools. This project, which operates in 20 communities, trains teachers and service providers to give student-friendly counselling support for victims of gender-based violence in schools.

As part of its objective to educate and advocate on VAW issues, the Gender Centre also carries out various activities during the 16 Days of Activism Against Gender Violence.

#### ***'Stop Violence Against Women, Break the Silence': campaign concept***

After reading the RCCTT's 'Stop the Bus' campaign report, the Gender Centre's campaign team decided to borrow the concept of travelling to rural communities on a bus to raise

awareness on VAW. The team believed that using a bus decorated with a banner and posters carrying messages to stop VAW, and handing out leaflets and talking to people about VAW along the way would raise public awareness and attract public and media attention in an exciting and effective manner. The bus was to take the team, journalists and resource people to conduct awareness-raising seminars for the two rural communities selected. It was to stop at different towns along the route, so that the team would be able to distribute leaflets and talk to people about VAW.

The team came up with an innovative campaign logo, which featured a Ghana police officer with his hand stretched out signalling for VAW to stop. The police officer was used as a symbol for the law. Under the logo the campaign slogan – 'Stop Violence Against Women, Break the Silence' – was printed on campaign t-shirts and banners.

#### ***Campaign objectives***

In rural communities where there have been no public-awareness projects on the issue, people's understanding of violence against women is shaped by culture. In many communities, culture perpetuates VAW by dictating men's superiority over women. It also relegates VAW as a 'family' issue that should be kept private or dealt with by traditional

5. Nkyinkyim is a West African Adinkra symbol dating back to the 17th century Adinkra of a twisted shape which represents initiative, dynamism and versatility

conflict resolution systems, which often work to the detriment of women. Breaking the silence and education are the initial steps to mobilise community support for social change. With this in mind, the Gender Centre set the following objectives for its 2007 '16 Days of Activism' campaign: (see box).

### *Planning the campaign*

#### **The organising team**

The time for planning and organising the campaign was very short – just two weeks. This had a big bearing on deciding what to do and how to do it. The only advantage was that the Gender Centre had already secured a grant for this exercise from WOMANKIND Worldwide. All Gender Centre staff, an intern – plus a consultant – had to be engaged to make effective use of the time. They all participated throughout the planning and implementing process.

#### *Monitoring progress*

Five planning meetings were held in the preparation period. At the first two meetings participants chose the campaign concept, decided on activities, defined roles and responsibilities, and set indicators for monitoring and evaluation. A campaign co-ordinator and an assistant were selected from staff members to co-ordinate the activities and handle the finance. Other staff members were assigned different tasks such as dealing with printers, organising media coverage and video recording for internal documentation, and identifying NGOs that could assist in mobilising the community for the seminars. A Gender Centre intern was to take notes during the campaign and to monitor attendance at the seminars. At the three subsequent meetings they discussed progress, brainstormed alternative solutions and drew up the campaign schedule. Telephone, email, regular meetings and minutes were used to track progress.

#### *Networking*

The first step was to identify three rural communities where no activity has been carried out to address VAW. Proximity to Accra was another factor in selecting the communities. Contact was made with the Dangme West District Council and the team was referred to the gender desk officer of the district and the officer of the Commission for Human Rights and Administrative Justice (CHRAJ). The team

was also given a list of NGOs registered in the district.

The plan was to work with local NGOs to organise the seminars and establish new relationships. However, the Gender Centre discovered that none of the NGOs on the list was visibly operating on the ground apart from World Vision, which does not work on VAW issues. The only alternative was to work with the district gender desk and CHRAJ officers. The two officers, both women, were keen to work on the campaign and helped the Gender

#### **Gender Centre's '16 Days of Activism' campaign 2007: objectives**

- ◆ To identify three communities that have not benefited from VAW sensitisation programmes
- ◆ To collaborate with the state agencies and district assembly representatives of the selected communities to organise participatory awareness-raising seminars
- ◆ To educate and sensitise stakeholders (communities, state agencies, community leaders) on VAW and the recently enacted Domestic Violence Act of Ghana (DV Act)
- ◆ To initiate public debate on VAW, especially on domestic violence in these communities, by engaging men and community leaders in the sensitisation programme
- ◆ To spread information to the general public by distributing leaflets and ensuring extensive media coverage of the campaign
- ◆ To monitor and evaluate the impact and effectiveness of the campaign

Centre identify three communities: Aryetepa, Doryumu and Mangotosonya. These were all communities where the officers had been unable to conduct education on VAW due to lack of funding from the government.

The next step was to contact the community district assembly representatives who were to assist in approaching and mobilising the communities. The CHRAJ and gender desk officers gave GC contact details of the district assembly representatives of the three communities. Members of the organising team travelled to meet the three representatives to persuade them to work with the team. The representatives of Aryetepa and Doryumu were enthusiastic and co-operative, but Mangotosonya community's representative was not. Mangotosonya had to be dropped, leaving the team to organise seminars in Aryetepa and Doryumu. They agreed to persuade people from the communities to act out the role play for the seminar, and to do house-to-house mobilisation using local drum beaters.

The team had to look for a local interpreter for the seminar; luckily one of the district gender desk officers offered to do it. This was a big relief for the team, as the officer is an experienced community worker and a trained paralegal on women's rights. The team had to deliver invitation letters to the local police stations, chiefs and opinion leaders. They made quite a few trips to the communities to establish these relationships and to monitor progress. Back in the Gender Centre office, members of the team had to secure the services of two lawyers familiar with the Domestic Violence Act to educate the communities at the seminar – and to provide counselling to anyone seeking this help.

At the same time, other members of the team were busy dealing with logo and banner designers, printers, suppliers, contacting bus companies to compare prices and rent a bus, and sending out invitations to the media. Detailed programmes for two days' campaign activities were drawn up. The media co-ordinator had to phone TV and radio stations and newspapers to identify editors before sending out the invitation letters. In total, three TV and four radio stations were invited to cover the campaign, along with three newspapers.

A lot of work went into convincing the media to cover the campaign. A common excuse was that the communities were too far away. The Gender Centre offered to pick the reporters up and then drop them back in Accra after the campaign. The radio stations and newspapers accepted the offer, while the TV stations agreed to broadcast a video recording of the campaign.

### *Setting indicators*

Setting indicators to monitor and evaluate the campaign was an important component of the planning process. The team agreed to set indicators for two different purposes: to measure the campaign's impact, and to measure whether or not the campaign was implemented effectively.

### *Tools and methodology*

After setting the indicators, the team selected the tools and methodologies to be used to apply the indicators and measure impact. The main methodology was a role play to be acted out by individuals from the community. The team gave the assembly representatives a scenario depicting different types of violence against women, the causes and its impact. It

## Campaign indicators

### **Measuring the impact of the campaign:**

these were benchmarks to assess whether the campaign achieved its objectives. They were set to assess the communities' awareness of the issue before and after the intervention. They were:

- ◆ Did knowledge on VAW issues increase?
- ◆ Were there positive attitudes towards the behaviour/attitude the campaign promoted?
- ◆ Was there recognition of the right of women to be free from violence?
- ◆ Was there recognition by women of their right to be free from violence?
- ◆ Was there recognition of the benefits of practising non-violence?
- ◆ Was there recognition of the possible risks if VAW is prevalent?
- ◆ Was there willingness to encourage non-violence in the communities?

### **Measuring whether the campaign was**

**implemented effectively**, i.e. assessing the planning and implementation process. These indicators were:

- ◆ Were activities well co-ordinated?
- ◆ Did the hired bus complete the trip?
- ◆ Were t-shirts and banners printed with the campaign logo and slogan?
- ◆ Was there wide media coverage?
- ◆ Was each seminar attended by a minimum of 150 people, including men and women?
- ◆ Did role players (police, CHRAJ and gender desk officers, chiefs, opinion leaders) attend?
- ◆ Was there positive feedback for the seminars and campaign?
- ◆ Were there requests for follow-up workshops/events/campaign activity?
- ◆ What opportunities were presented for next year's campaign?
- ◆ Were new relationships with stakeholders established?
- ◆ Was a complete financial record maintained?

also included myths about VAW. No script was given, allowing for depiction of local attitudes, behaviours and expressions. The team also developed a set of questions based on the role play. These questions were to be discussed before and after the training in order to measure the community members' awareness levels on issues of VAW before the intervention and after. Verbal communication methods were to be used due to the low literacy rate in the communities.

The team agreed to hold debriefing sessions on its return from each trip to review the day's activities and extract lessons learned for the next day of campaigning – as well as for future ones.

### Implementation

The first day of the campaign took place in the Doryumu community. The bus arrived at the Gender Centre early in the morning and the team put posters on the bus and packed it with pamphlets and other essentials. As planned, a camera operator was also on board recording the entire campaign. A reporter from one newspaper also agreed to come on the bus. The bus set off on time – it was very exciting!

As well as giving out leaflets at pre-planned destinations, the team used every opportunity en route to hand them out and talk to people about VAW. The leaflets were distributed in crowded places such as 'tro tro' (bus) stations, at a university that has a strict dress code for female students, a marketplace and a fire station.

Most women and some men were more than happy to take the leaflets. Some men even pointed to others whom they had seen abusing their partners and asked the team to make sure they got the leaflets! However, other men, especially the university students and fire fighters, said men are justified in beating their partners and blamed women for the prevalence of VAW. The team members' experience in handling such responses enabled them to engage in positive debate, convincing the men to take and read the leaflets. The team's enthusiasm sparked interest on the issue and attracted the crowd's attention. This demonstrates there is still a need for awareness raising in Ghana, even in urban and peri-urban areas.

When the bus arrived in Doryumu community, there were less than 20 people at the venue. Undeterred, the team started to carry

### Monitoring tools

The main monitoring methodology was a role play. Other monitoring tools were:

- ◆ A headcount to assess attendance
- ◆ Debriefing meetings and personal accounts of team members
- ◆ Video recording of the campaign activities
- ◆ Observers' notes
- ◆ Receipts and cash books for financial expenditure
- ◆ Campaign evaluation report



out house-to-house mobilisation. Traditional music was played to attract the crowd. Eventually, a total of 110 women and 90 men turned up. The seminar started with the role play. Then, participants were asked questions about what they'd seen and heard. The questions were designed to assess the communities' knowledge about and attitude towards VAW before the resource people led awareness-raising training. After the training, the seminar participants were divided into smaller groups and similar questions were asked to assess any changes in knowledge and attitudes that the intervention had brought about. The groups were also asked to evaluate the seminar itself.

The seminar was a success. A debriefing session held the following day revealed that everyone worked as a team. There were a few hitches here and there, mainly attributed to insufficient time for organising the campaign. For example, the banner for the bus did not have the right logo and was too long to fit on the bus. There was no time to rectify the prob-

*Handing out leaflets led to lots of interesting discussions! Some men refused to take them, blaming women for VAW. Undeterred, the campaign team kept them talking and convinced them to take the leaflets and find out more.*

*People from Doryumu acted out a role play which exemplified some types, causes and impacts of violence against women. The play was entertaining, educative and the most effective tool for monitoring and evaluating the campaign.*



lem, but the team rallied round and used different posters.

The second day of the campaign followed a similar pattern. Some of the lessons learned on the first day were incorporated and the campaign ran more smoothly. The team was more organised this time around and more confident. The campaign indicators for effective implementation were reflected in the second seminar with attendance at 100 men and 63 women.

#### *Monitoring impact and effectiveness*

The indicators, tools and methodologies developed during the planning stage were all applied to determine the campaign outcomes. The following were all put into use to assess the campaign's impact: the role play with group discussion, the team's observations and notes, the video footage, the debriefing sessions, and one-to-one discussions with team members and external observers (the media and interviews with participants).

#### Key lessons

- ◆ Role play is a highly effective tool for monitoring impact: it is entertaining, helps members feel involved, stimulates interest and – most importantly – allows women to talk about violence without having to recount personal experiences.

#### Impact

The role play was definitely the most effective tool for monitoring impact. Because their neighbours in the the community were acting, people felt part of the event. By being entertaining, both men and women were much more interested in the serious issues being portrayed – encouraging active participation. Most important of all, the evaluation questions were based on the role play. This allowed the women to talk about violence without having to recount their personal experiences.

The communities' knowledge about violence against women improved significantly as a result of the campaign. Before the training was given, participants could identify only beating as constituting VAW. Following the training they were able to identify economic, sexual and psychological violence: depriving women of chop money (money for food) deliberately; sexual intercourse without consent, even in marriage; and forced isolation were all identified as constituting VAW.

The communities' attitudes towards the messages of the campaign (i.e. to stop violence against women) varied. The women were grateful for the opportunity to talk about what happens to them in their everyday life. Before the training they thought violence was a normal part of life. They also believed that

alcohol, poverty and other excuses were the underlying causes of VAW. One participant said:

*'It is not good for us to have friends once we are married. We have been told [by society] that friends will give us bad advice.'*

After the training, the women recognised that they have the right to say no to violence. They also understood that the Domestic Violence Act protects them from VAW and that they have a right to report violence to the police.

However, the men's reaction was subdued. Before the training, they said violence was necessary to discipline their wives. They also believed that women were to blame for violence. After the training, the men were interested to find out more about the Domestic Violence Act. They understood that the law prohibits domestic violence and expressed fear that the law would take away their position as the dominant sex. It was explained to them that the aim of the Domestic Violence Act is to protect the rights of both men and women not to be abused in a domestic environment. The negative consequences of VAW and the benefits of non-violence for both men and women were highlighted. Despite feeling threatened, the men participated actively. In the end, they said that more dialogue was necessary to bring everyone on board. In reporting the campaign, the *Daily Graphic* noted:

*'... interestingly, the men, who were well represented, took the centre stage in the discussions'.<sup>6</sup>*

The chiefs and opinion leaders were more receptive. The chiefs said that now their community has been educated about non-violence, they hope that there will be less VAW, which will make their work easier. There was also recognition of the negative consequences of VAW. The chief of the Aryetepa community said:

*'Sexual violence prevents girls from achieving in school. It's not right that men who abuse girls are allowed to go free, while the girl who has become pregnant has to drop out of school'.*

6. *Daily Graphic* (2007) 'Rural Folk Educated on Domestic Violence'. Thursday, 6 December 2007, p.17

Before the training, the communities believed domestic violence was a private matter between a husband and wife. After the intervention, they understood that the law gives third parties the right to report domestic violence to the police. Almost all the women and some men said that if they witness domestic violence, they will report it to the police. They also said that they would educate other members of their community about what they had learned, using existing forums such as church groups.

Apart from the role play, using resource people with a great deal of experience in community work helped to make the seminars interesting. The resource people who were best able to gain the attention of the communities

*'Now that we know our rights, we will not let the men abuse us, we will not let them force sex upon us'.*

### Key lessons

- ◆ Using resource persons with significant experience in community work may be more successful than using those who understand the local language. Such individuals will know best how to communicate sensitive issues like violence against women and will help make events interesting.

were not those who understood the local language, but those who knew best how to communicate sensitive issues like VAW.

In general, the campaign achieved its objective of 'breaking the silence' and creating an environment conducive for change in the long term. It initiated debate on the issue: community members, particularly the women, continued to discuss the matter – even after the close of the seminar. The communities'

### Key lessons

- ◆ Leafletting will be more successful and interesting if teams are able to take the time to talk to people as they hand leaflets out: this creates interest in the issue and motivates people to actually read the leaflet contents.

knowledge of VAW and the Domestic Violence Act has also improved significantly.

The distribution of leaflets was also an effective way of raising awareness. It generated discussion among the public. This activity was more interesting and effective when the team took time to talk to the people they were handing the leaflets to – this created interest in the issue and motivated individuals to actually

read the leaflet. The team also got service providers such as post offices and schools to stock the leaflets. Altogether, 3,400 leaflets were distributed.

However, raising awareness and education is just a starting point for mobilising support for social change. Changing attitudes, particularly those of men, is a long process that cannot be achieved with a one-off campaign. The monitoring and evaluation method adopted was able to measure the short-term impact of this campaign. Whether or not the campaign will have a long-term impact in changing behaviour and reducing VAW cannot be measured within the short period of this project. The Gender Centre will monitor the long-term impact, by assessing the number of VAW cases reported.

### Effectiveness

The campaign was implemented successfully. Most of the events took place as scheduled, and the fact that everyone in the team participated throughout the process – from coming up with a campaign concept to the evaluation

### Key lessons

- ◆ Allowing the team to participate throughout the campaign process – from creating a campaign concept right up to the final evaluation – engenders a sense of ownership and responsibility. The team is then willing to ‘go the extra mile’ to make the campaign a success.

– gave the team a sense of ownership and responsibility. The team then went the extra mile to make the campaign work.

Nonetheless, lack of sufficient time and partner NGOs/CBOs in the communities caused a few problems in implementation. The team had to rely on individual assembly representatives to mobilise the communities; unfortunately their expertise was in political campaigns and not in social mobilisation. As a result, there were delays and failures in communication.

Despite the problems, the campaign still made achievements and went beyond the minimum attendance target of 150 people per seminar/event. There was also wide media coverage. Three newspapers, two of them the

most widely read in Ghana, published detailed reports of the campaign. Three FM radio stations gave extensive coverage, including interviews with participants and resource persons. The most effective media coverage came from two TV stations, one of which has nationwide coverage. The campaign made the headlines and was repeated at least four times by each TV station over a period of two days. The TV footage included the leaflet distributions, the role plays, the discussion and interviews with law-enforcement agencies and the campaign team. The campaigners later received phone calls from people from all over the region who wanted to comment on the campaign and, of course, debate gender issues.

According to the team, later on people were talking about the campaign at a variety of places – from hair salons to universities. The media coverage definitely helped to increase the debate on VAW in the country and to spread information on women’s rights and the newly enacted Domestic Violence Act. The leaflet distribution, and the t-shirts and banners displaying the campaign slogan, all contributed to the campaign’s appeal and ability to attract public and media attention.

There was positive feedback for the campaign and calls for follow-up events. During the verbal evaluation, the two communities – particularly the women – showed their appreciation to the Gender Centre for educating them about their rights. An old widow said:

*‘In our day, nobody bothered to come and teach us about our rights. So we had to endure abuse from our husbands. What you have taught us today is very helpful for the younger generation. It will bring peace to their homes’.*

A young woman commented:

*‘I am happy to have learned my rights before getting married. It will enable me to make the right decisions. For those friends of mine who are already married, I will tell them what I have learned today’.*

A police officer in Aryetepa noted:

*‘At times, we come here to make an arrest. They will not allow us [to do so], because they say they are family members. I am sure the community will inform themselves about today’s programme, so that when we*

## Key lessons

- ◆ Allow ample time for planning and organising, particularly for campaigns in communities where NGOs/CBOs are not present on the ground. This will save your organisation from having to depend on individuals who could use the campaign platform to promote their own agenda.
- ◆ Time is also important, both in terms of planning your campaign monitoring and in conducting an evaluation (quantitative and qualitative) of the situation, both before and after the intervention.
- ◆ Understanding the beneficiaries/targets of the campaign is important to identify appropriate campaign strategies. For example, in implementing its campaign in rural communities, the Gender Centre used methodologies that suited the audience, such as a role play to cue participants to behaviours and different contexts that constitute violence against women. The role play was not only entertaining and educational, it was also the most appropriate tool to measure the short-term impact of the campaign.
- ◆ Distributing leaflets can be an interesting and important aspect of your campaign. But it is even more fruitful to engage in VAW discussions while handing them out, because this stimulates interest in the issue and encourages people to read the leaflets and to want to learn more.
- ◆ The media plays an important role in spreading information and shaping attitudes. It is not easy to persuade the media to cover women's rights campaigns because, like many other sectors, it is dominated by men. Moreover, gender issues are not usually considered 'selling stories'. So, it is important to persist and make an extra effort to get the media on board for the campaign.
- ◆ In conducting public awareness campaigns in communities, it is important to use resource people with experience of community work. It is also useful to bring on board trainers with a legal background, as once communities have been made aware of rights and laws, they usually ask for legal counselling to find out what the law says about their individual circumstances. If an interpreter is necessary, it is advisable to use one who understands, and is passionate about, gender issues.

*come here to make an arrest, they will allow us. With this programme, our work will be made simple'.*

The women were unanimous that they were happy to have attended the seminar and it certainly hadn't been a waste of time. Most of the community, particularly the women, asked the Gender Centre to come back to run similar campaigns.

The Gender Centre has also established relationships with individuals in the media, state agencies, the communities and their representatives – all of them passionate about gender issues. Such relationships, if maintained, will be useful for future campaigns as well as the Gender Centre's general work on women's rights.

### *Key lessons from the Gender Centre's 2007 campaign*

There were a number of lessons that came out of the 2007 campaign. Many of these are relevant to other NGOs conducting campaigns.

## The Musasa Project

### *Background and summary*

Gender-based violence is one of the most common forms of violations against women in Zimbabwe. A lot of these violations are found in intimate partner relationships – such as a husband and wife. A study carried out by the Musasa Project in 1996 indicated that one in every four women had been exposed to domestic violence. In research conducted in Mbare, a high-density suburb in Harare, on the prevalence of domestic violence, results indicated that 80 per cent of women were survivors of domestic violence.

The Musasa Project's 2007 campaign theme for the '16 days of Activism Against Gender Violence' was: 'Demanding Implementation, Challenging Obstacles: End violence against women'. It aimed at helping to dismantle and overcome challenges posed by social attitudes and policies that continue to condone and perpetuate gender-based violence. In trying to address this issue, the Musasa Project



*Assessing services at the one-stop-shop: women and men are looking at family planning options.*

managed to reach up to 5,000 people during a campaign that visited the high-density suburbs of Harare: Glen View, Budiriro, Hopely, Hatcliffe and Highfield, Epworth, Domboshava and Alaska Mine.

Activities were carried out using road shows, a gender bus and a 'one-stop-shop' where service providers like the Zimbabwe Family Planning Council offered services to women. As part of a broader media strategy for the Musasa

on aspects of planning and programming for the 16 days of activities – good community collaboration;

- ◆ Regulate the campaign into daily programmes of activities;
- ◆ Involve the stakeholders, especially in terms of encouraging stakeholder feedback on the strategies and activities to be used;
- ◆ Facilitate a process of measuring changes of attitude and behaviour towards gender-based violence following the campaign; and
- ◆ Adopt campaign message points, which will assist in developing a campaign slogan.

### Campaign objectives:

- ◆ To raise awareness on Zimbabwe's Domestic Violence Act
- ◆ To distribute information on the Domestic Violence Act and on gender-based violence
- ◆ To challenge the silence on GBV and to facilitate debate on ways of ending it
- ◆ To provide a platform of engagement with communities on the need to report cases of gender-based violence
- ◆ To provide a platform where women can access services
- ◆ To provide on-the-spot counselling to women in the communities
- ◆ To facilitate community taskforces to plan and implement 16 days commemorations
- ◆ To produce a documentary of events for the 16 days commemorations

Project, two TV presentations were carried out to advertise the campaign and to provide a brief on gender-based violence in Zimbabwe.

The following recommendations were identified in line with the Rape Crisis Cape Town Trust's 'Stop the Bus' campaign. The Musasa Project should:

- ◆ Engage and consult with the communities

### *Aims of the campaign*

For the past 10 years, the Musasa Project has been lobbying in conjunction with other organisations for the enactment of a Domestic Violence Act. The Domestic Violence Bill was passed and came into effect on 25 October 2007. With the International '16 days of Activism Against Gender Violence' of 2007 coming just 30 days after the enactment of the Domestic Violence Act in Zimbabwe, the main goal of the campaign was to facilitate the implementation of the law against gender-based violence by empowering communities. This, in turn, was to be carried out through providing information, facilitating debates and providing counselling. In line with the organisation's 'Zero Tolerance' of domestic violence campaign, the 16 days of activism aimed to reinforce that gender-based violence (GBV) is unacceptable to a wider audience.

**Activities carried out**

**Road shows:** Responding to the need to raise awareness on gender-based violence, the Musasa Project organised taskforces to co-ordinate activities in their communities. The organisation had five taskforce units based in Harare, at Glen View, Budiro, Hopely, Hatcliffe and Highfield. They organised the following activities:

- ◆ Events were advertised with posters in the communities three days in advance;
- ◆ A GBV drama activity was used to mobilise people to come to the centres where the events were to be held;
- ◆ Presentations and open discussions were used to facilitate dialogue;
- ◆ Competitions focusing on the Domestic Violence Act and ways of reducing GBV in the communities were held: prizes included aprons, bags and scarves; and
- ◆ Mobile counselling was provided to those women who needed the service.

**Gender bus:** The idea of the gender bus was borrowed from the RCCTT’s ‘Stop the Bus’ campaign. The intention was to travel around high-density residential areas, and to give talks and distribute pamphlets and headscarves as a way of passing on information to women (mostly) who could spare time to come to the meetings and gatherings. The organisation succeeded in holding one bus event – they had hoped to have three.

**One-stop-shop:** On 3 December 2007 the main event of the campaign took place at Harare’s

**Planned activities**

Activities	Venue
Road show	Glen View, Budiro, Hopely, Hatcliffe, Highfield, Epworth, Domboshava and Alaska Mine (these are all areas where there is a high prevalence of domestic violence; they are also areas in which the Musasa Project has been working)
Gender bus	Hatcliffe, Domboshava and Alaska Mine
‘One-stop-shop’	City Sports Centre, Harare. With support from Padare, Zimbabwe Women Lawyers Association (ZWLA), Zimbabwe Women’s Resource Centre and Network (ZWRNCN), Women and AIDS Support Network (WASN), Wills Writing Centre and the Counselling Services Unit (CSU)
Production of promotional materials	T-shirts, headscarves, pamphlets and brochures

City Sports Centre. It was co-ordinated by the Musasa Project with support from:

- ◆ Zimbabwe National Family Planning Council, which provided contraceptives and information on family planning methods. They assisted 72 women and 11 men.
- ◆ Zimbabwe Women Lawyers Association (ZWLA), which provided legal advice to 39



*Delegates at the City Sports Centre celebrate 16 days of Activism Against Gender Violence.*



Women showcase their produce at the one-stop-shop, the main event of the campaign.

women. The following table illustrates the kind of advice they sought.

Topic	Number of women seeking advice
Inheritance	15
Divorce	3
Maintenance	17
Will writing	4

- ◆ **Padare/Men's Forum on Gender**, which provided the perpetrators' perspective. A side discussion had been planned, where two men who used to be perpetrators of domestic violence had agreed to come and give their own stories. However, the men felt unable to face the women – most of whom were survivors of domestic violence.
- ◆ **Musasa Project**, which:
  - ◆ Facilitated access to psychosocial counselling;
  - ◆ Assisted women in making informed decisions on the way forward with on-the-spot counselling; and
  - ◆ Provided a platform to de-stress.
- ◆ **Zimbabwe Women's Resource Centre and Network**.
- ◆ **Individual women**, some of whom showcased produce such as vegetables and fruit.
- ◆ **Patsimeredu Edutainment Trust**, a development organisation that addresses social and developmental issues through theatre.

- ◆ **Afro-Bead Entertainment**, which provided musical entertainment. The songs they sing address such issues as violence against women. The band leader of Afro-Bead is a young women's human rights activist.

### Implementation

The community groups through which the campaign was planned, developed and implemented evolved from the community taskforces that were already active in Highfield, Hopely, Hatcliffe, Glen View and Budiriro. In preparing for these campaigns, Musasa Project programme officers held an initial planning meeting with the community taskforce leaders to review work that had been carried out over the previous year – and to assess how the 16 days campaign could enhance work that was already underway in each of the communities.

#### Highfield community

Highfield community held an awareness-raising campaign in Lusaka Market, informing people about the campaign issues and the recently passed law on domestic violence. The campaign started at the bus terminus with songs, dance and drama to provide entertainment and draw people to the event. The event started at 10.30am and by 11.00am around 600 people had gathered. Staff members from ZWLA and Women and Law in Southern Africa (WSLA) were able to provide on-the-spot legal advice, while the Musasa Project facilitated counselling. Local religious leaders also gave their support.

The demand for information was huge and the event organisers had underestimated how many information packs they'd need. A hundred brochures on the Domestic Violence Act and 200 headscarves were distributed to provide solid information and spread the word.

#### Hopely community

Hopely is a community of mixed cultures. It is made up of people displaced as a result of Operation Murambatsvina – a 'clean-up' campaign initiated by the government that aimed to remove people living in 'illegal home structures'.

Gender-based violence is a huge problem here. In research conducted by the Musasa Project in 2007, an estimated 73 per cent of

## Gender-based violence: drama used for the 16 Days of Activism campaign

### Play title: 'Mai Wade'

Developed and produced by: Patsimeredu Edutainment Trust

### Play synopsis

'Mai Wade' is a production that explores the gender relations in a polygamous African marriage. John, the main character, is married to his first wife and for eight years they are childless. He decides to take another wife, who he brings into the home. After three years she still isn't pregnant. Bowing to pressure from relatives and the community at large, the three decide to resort to whatever means necessary to bring a baby into the house. John decides to marry a widow who has two children already, taking her as his third wife. Meanwhile, the first wife consults a traditional healer (*n'anga*) and the second wife enlists a faith healer, who proposes to sleep with her as a way of solving her problem...

### Main themes

The 30-minute play reviews issues of infertility, as they affect women while, at the same time, reflecting the burden often carried by women in instances of childless

marriages. Gender-based violence is also apparent with the husband, John, constantly physically and psychologically abusing his wives for not being able to give him children. The wives are treated as pieces of property, brought in to work and please the husband. As a result, the women in the story expose themselves to rape, extra-marital affairs and dangerous traditional remedies, with the risk of contracting HIV and other bacterial and viral infections – all for the sake of the husband, who is their master. Another angle to the play also explores how women can be the drivers of gender-based violence and negative patriarchal behaviour, by supporting men in abusing other women. In the story, the wives compete for recognition at the expense of one another.

women in the community were victims of gender-based violence. As a follow up to advance the work already underway in the community on GBV, the 16 Days of Activism Campaign facilitated a process of getting community members together to discuss ways of reducing and avoiding incidences of violence against women.

Programme officers from the Musasa Project gave a presentation on the purpose of the Domestic Violence Act. A drama on the subject of gender-based violence was performed as a combined form of entertainment and education. The activities carried out were relevant to the audience. During the presentations, people took part in topical competitions for prizes including t-shirts, aprons and headscarves.

### Budiriro and Glen View communities

Glen View community was born out of the Budiriro community, so the two taskforces carried out their planning activities together. Both road shows were held at Current Shopping Centre. The events started at 11.30am with a drama group putting on a performance to attract people to the event. Presentations were then made by the police, Musasa Project and a religious leader from the community. In the box above we give a synopsis of the drama performance that was used.

The road show was spectacular: local boys and girls from the Police Juniors gave a display of some of the activities they carry out as a means of developing their self-esteem. Most of the young people learned of the importance and personal benefits of being involved in development programmes. Approximately 300 people attended the road shows.

### Impact and outcomes of the campaign

Gender-based violence has a significant negative impact on the social, economic and insti-

*Community taskforce members from the Hopely community, where gender-based violence is a massive problem.*





*WOMANKIND partner, the Zimbabwe Women's Lawyers Association, provides legal aid to women at the one-stop-shop.*

### Campaign indicators

Activities	Success indicators
Road shows	<ul style="list-style-type: none"> <li>◆ Around 1,500 people from the Hopely community attended the events; 300 came from Budiriro; and 400 members attended from the Glen View community</li> <li>◆ 2,100 brochures were given out</li> <li>◆ 100 posters were distributed</li> <li>◆ 5,000 headscarves were distributed</li> <li>◆ There were two TV interviews</li> <li>◆ 40 people won prizes in the competitions</li> <li>◆ 50 t-shirts were worn by staff</li> <li>◆ 50 t-shirts were given out as prizes</li> </ul>
Gender bus and road show	<ul style="list-style-type: none"> <li>◆ A hired mini-bus travelled around the Hatcliffe community</li> <li>◆ Two counsellors provided counselling as the bus moved around</li> <li>◆ Records showed that 15 people received counselling</li> <li>◆ An estimated 1,200 people attended the show</li> </ul>
One-stop-shop	<ul style="list-style-type: none"> <li>◆ Four organisations provided services to the women who attended</li> <li>◆ A music group provided entertainment, 192 people attended</li> <li>◆ 83 people received help from the Family Planning Council</li> <li>◆ 39 women received legal aid from the Zimbabwe Women Lawyers Association (ZWLA)</li> <li>◆ 45 women received information from the Zimbabwe Women's Resource Centre and Network</li> <li>◆ 11 women received counselling from the Musasa project: five on inheritance issues, two on physical abuse, one on sexual abuse and three on maintenance</li> </ul>

tutional factors of development. The '16 days of Activism Against Gender Violence' campaign had a positive impact on the aspect of raising awareness.

Positive outcomes of the Musasa Project campaign included:

- ◆ Communities demanding that the police should be more gender sensitive when dealing with reported cases of GBV, as was noted from the questions and recommendations given to the police by the Highfield and Glen View communities;
- ◆ An increase in reported cases of GBV, especially domestic violence, to the police and to the Musasa Project both during and after the campaign;
- ◆ Reduced incidences of sexual abuse in the Budiriro community compared to the previous months of August and September 2007; and

*(continued on page 34)*

### Key lessons

- ◆ Organisations should make sure that staff are taught about the importance of activities
- ◆ You should ensure sufficient planning meetings prior to activities/events
- ◆ Those who agree to take on roles need to be committed to those roles
- ◆ Team building needs to be carried out for staff members prior to activities/events
- ◆ 16 days activities should be included in staff members' annual workplans
- ◆ Follow-up meetings should take place after all plans and activities

## SWOT analysis of the Musasa 'Demanding Implementation' campaign

### Strengths

- ◆ The Musasa Project is community based and has worked on GBV for 20 years. The Musasa Project and its staff mobilised the communities to participate with other organisations
- ◆ Staff showed good teamwork, especially during planning, and commitment – for example, using private vehicles and private funds to facilitate events
- ◆ A good working relationship was established with the communities
- ◆ Staff were undeterred by low turnout at the main event
- ◆ Activities were well focused, organised and conducted while, at the same time, remaining flexible, especially the role plays/drama and the songs; they were also genuinely informative about the issues surrounding gender-based violence
- ◆ Activities were motivational and energising; they helped generate lessons and facilitated dialogue within communities
- ◆ Useful services were provided at the events
- ◆ The activities led to a documentary being produced

### Weaknesses

- ◆ Organisation was administration-based rather than project-centred
- ◆ Planning meetings were not comprehensive
- ◆ There was insufficient promotional material such as t-shirts
- ◆ No funds were available to transport community members to the main event, which was too far from the target audience and there were no back-up strategies
- ◆ Delegation of duties came too late and staff were not always committed to their duties
- ◆ Mobilisation of communities by programme officers was poor and lacked follow up
- ◆ Other stakeholders/women's organisations could not participate in the planned activities
- ◆ Communities wanted to be more involved in terms of administering the events
- ◆ Roles were not evenly distributed, especially at the main event

### Opportunities

- ◆ Collaboration with other organisations and lessons learned from them
- ◆ Acceptance by communities and relationships developed with them
- ◆ Engagement with communities
- ◆ Supportive artists
- ◆ Services provided at events are seen and heard by other organisations
- ◆ Possibility to engage Patsimeredu Edutainment Trust to produce a drama series on gender-based violence for television
- ◆ Engage broadcasters to speak on the Domestic Violence Act

### Threats

- ◆ The political situation meant activities could not be organised or carried out as planned. For example, the venue for the main event was booked two months in advance, but this activity was threatened because the ruling party, ZANU PF, wanted to use the same venue in support of the President's candidature for the 2008 elections. A march organised by the ruling party meant other activities had to be cancelled
- ◆ Other women's organisations had their own 16 Days of Activism Campaign events and were also holding activities on the implementation of the Domestic Violence Act, so they were unable to support one another
- ◆ Lack of resources
- ◆ Fewer people came to the main event than expected



*Zimbabwe Women's Resource Centre and Network (ZWRCN) staff give out information and answer questions at the one-stop-shop.*

- ◆ An increase in requests from communities for training and awareness-raising activities, especially targeting working men – identified as a group that wasn't around when the campaign was taking place.

### ***Evaluation***

#### **Focus-group discussions**

Six focus-group discussions were held after the 16 days activities to assist in the evaluation of the campaign. During the discussions, 83 per

cent of the people in the groups indicated that they *were* aware of the Domestic Violence Act and its purpose.

Recommendations emerging from the meetings indicated that more awareness raising needs to be carried out, especially on the Act, so that more women who are abused know about the protection they receive if they report that abuse. The discussions also pointed out the need to have counsellors at the community level, so that they are able to facilitate peace initiatives at that level.

## Summing up



WOMANKIND hopes that the experiences and recommendations of Rape Crisis Cape Town Trust, the Gender Centre, and the Musasa Project provide real food for thought for any organisation – large or small – wishing to carry out campaigns against gender-based violence within Africa and beyond.

There is a useful starting framework and guidance on the key steps a campaign team will need to take. In addition, the three case studies from WOMANKIND's partners demonstrate the reality – both positive and negative – of attempting to implement and evaluate whether your campaign has been a 'success'.

This is rarely a straightforward process but it is only through trial and error and sharing what we've learned that we will progress as a

movement against GBV to develop more effective change processes, backed up by evidence. While we do not believe it is possible to develop a blueprint for the 'perfect campaign', we do feel that it is essential as a strategy that we become more efficient and robust in our campaigning and seek not only to do – but also to learn from the doing.

WOMANKIND is uniquely placed to coordinate and share learning across organisations, countries and regions and we hope that this 'toolkit' is only the beginning. As a movement we must develop greater strength and expertise towards achieving the positive change, increase in awareness and reduction in gender violence that we all work for on a daily basis.

## Appendices: links and resources for campaigners

### Appendix I: General information on contributing organisations

**The Rape Crisis Cape Town Trust** was set up in 1976 and is one of the oldest and most experienced organisations working within the sphere of violence against women in South Africa. Rape Crisis believes in challenging power imbalances in society on which sexual violence is based. It seeks to confront and prevent sexual violence and empower survivors through working with individuals, communities and other social structures in order to provide accessible services. Member activists actively address the challenges of improving access to care, treatment and justice for rape survivors and have recently gained significant support from government to implement reform policies that will aid survivors.

For further information see: [www.rapecrisis.org.za](http://www.rapecrisis.org.za) or contact [kath@rapecrisis.org.za](mailto:kath@rapecrisis.org.za)

**The Gender Studies and Human Rights Documentation Centre** is a not-for-profit, non-governmental rights-based organisation established to address the pressing need for a place in Ghana where information on women and human rights issues could be obtained. Its main objective is to enhance the status of women by integrating women's concerns and perspectives into mainstream programmes, projects and policies addressing social and development issues through research, training, publications and documentation, as well as through advocacy and networking. Following nationwide research on violence against women in Ghana, the Gender Centre has been implementing a programme to reduce the incidence of such violence across Ghana in partnership with six other organisations.

For further information see: [www.gendercentreghana.org](http://www.gendercentreghana.org)

**The Musasa Project** was founded in 1988 in Zimbabwe as a service organisation that seeks to empower women to challenge domestic violence and to facilitate reform within institutions that perpetuate violence against women. The organisation strives to reduce the prevalence of gender-based violence and actively contributes to the creation of an environment conducive to combating the subordination of women.

The Musasa Project is the only organisation in Zimbabwe whose key mandate is focused on domestic violence: it provides counselling, shelter, legal advice and medical referrals to victims of domestic violence.

For further information visit: [www.musasa.org](http://www.musasa.org) or e-mail [musasaproj@africaonline.co.uk](mailto:musasaproj@africaonline.co.uk)

**WOMANKIND Worldwide** is a leading international women's human rights and development organisation. Our vision is of a world where women are equal, secure, respected and proud. We work together with women's organisations around the world to reduce violence against women, support women to play an active role in society and support them to fight for their rights.

WOMANKIND's four strategic aims are:

- ✿ to eliminate violence against women
- ✿ to increase women's participation in civil and political processes
- ✿ to mobilise political will and resources for women's rights and development and
- ✿ to strengthen WOMANKIND to ensure maximum impact.

For further information go to: [www.womankind.org.uk](http://www.womankind.org.uk) or e-mail [info@womankind.org.uk](mailto:info@womankind.org.uk)

## Appendix II: Legal instruments and frameworks

UN Declaration on the Elimination of Violence against Women  
[www.unhchr.ch/huridocda/huridoca.nsf/\(Symbol\)/A.RES.48.104.En?Opendocument](http://www.unhchr.ch/huridocda/huridoca.nsf/(Symbol)/A.RES.48.104.En?Opendocument)  
 [accessed 22 July 2008]

Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women  
[www.oas.org/cim/English/Convention%20Violence%20Against%20Women.htm](http://www.oas.org/cim/English/Convention%20Violence%20Against%20Women.htm)  
 [accessed 22 July 2008]

Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa  
[http://www.achpr.org/english/\\_info/women\\_en.html](http://www.achpr.org/english/_info/women_en.html) [accessed 22 July 2008]

International Covenant on Civil and Political Rights  
[www.hrweb.org/legal/cpr.html](http://www.hrweb.org/legal/cpr.html) [accessed 22 July 2008]

Beijing Platform for Action  
[www.un.org/womenwatch/daw/beijing/platform/](http://www.un.org/womenwatch/daw/beijing/platform/) [accessed 22 July 2008]

Millennium Development Goals  
[www.un.org/millenniumgoals/](http://www.un.org/millenniumgoals/) [accessed 22 July 2008]

Millennium Declaration  
[www.un.org/millennium/declaration/ares552e.htm](http://www.un.org/millennium/declaration/ares552e.htm) [accessed 22 July 2008]

## Appendix III: Useful links and documents

WOMANKIND Worldwide (2007) '**Tackling Violence against Women: a worldwide approach**'. Available at: <http://www.womankind.org.uk/upload/TacklingViolence.pdf> [accessed 22 July 2008]

WOMANKIND Worldwide (2007) '**Female Genital Mutilation – religious and legal perspectives**'. Conference report, June 2006, Cairo, Egypt. Available at: <http://www.womankind.org.uk/upload/Female%20Genital%20Mutilation%20-%20religious%20and%20legal%20perspectives.pdf> [accessed 22 July 2008]

Moffett, Helen (2003), '**Stemming the Tide: Countering Public Narratives of Sexual Violence**'. London: WOMANKIND Worldwide. Available at: <http://www.womankind.org.uk/upload/Countering%20Public%20Narratives%20of%20Sexual%20Violence%20Mar%202003%20new.doc> [accessed 22 July 2008]

**The Center for Women's Global Leadership: 16 Days Of Activism Against Gender Violence.** See: <http://www.cwgl.rutgers.edu> [accessed 22 July 2008]

